



*San Francisco Police Department  
Collaborative Reform Initiative*

PHASE III – FINAL ASSESSMENT REPORT

HILLARD  HEINTZE  
A JENSEN HUGHES COMPANY





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## *Executive Summary*

### **Collaborative Reform – Transforming Policing in San Francisco**

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

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

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

### **Collaborative Reform Pathway**

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

### **Collaborative Reform Initiative and Technical Assistance**

Ahead of the federal Collaborative Reform engagement, community advocates in San Francisco demanded assistance from CADOJ and USDOJ to help reform SFPD. In particular, review was requested by then Mayor Edwin Lee, following a series of critical incidents involving SFPD, including



high-profile officer-involved shooting incidents and a criminal investigation into a group of SFPD officers accused of biased policing and other corrupt practices.

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

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

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

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

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

Following the report, and after several months of limited engagement with the COPS Office, on March 31, 2017, USDOJ placed its CRITA work in San Francisco on hold.<sup>3</sup> USDOJ formally announced its withdrawal from the San Francisco CRITA process on September 15, 2017<sup>4</sup> and informed the City of

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1 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).

2 *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>.

3 [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)

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



San Francisco that effective immediately, the SFPD CRITA MOA was ended. No further CRITA support was available to SFPD, although other cities that engaged in CRITA assessments under this phase of the CRITA program continued to receive COPS Office support.

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

### **Collaborative Reform Pivot**

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

Chief William Scott recognized the need for an internal structure to support reform. SFPD reorganized its command and created a new bureau, with staffing, to support its reform efforts. It focused on policy improvements, including the use of force, and began other work in support of the recommendations. However, SFPD recognized that it needed independent oversight to assure the community that the department’s actions were consistent with the reform demands.

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

CRI continues to be supported by California Attorney General Rob Bonta and the work of the Civil Rights Division team, Supervising Deputy Attorney Nancy Beninati, and Deputy Attorney Generals Tanya Koshy and Gabriel Martinez, who have provided monitoring, review and direct technical assistance to SFPD. SFPD funds its work, including the retaining the Hillard Heintze team, and any other systems, structure and personnel supporting CRI.

Agreement was reached, and on June 1, 2018, almost 19 months after the publication of the assessment report, SFPD officially continued to move forward on its reform goals under the overview of CADOJ. CRI was a first-of-its-kind monitoring process in San Francisco and provided independent review and evaluation of the department’s transformation. The CRI team was essentially beginning

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<sup>5</sup> Jensen Hughes, Inc. acquired Hillard Heintze in 2019, and it is now a Jensen Hughes company.



anew, as the COPS Office files, information and technical assistance under the MOA were no longer available to SFPD.

### Locally Driven Process

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

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

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

### The Building Blocks to Reform

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

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### Organizational Structure

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

Throughout the CRI program, there has been movement of personnel into and out of PSPP. The initial leadership in PSPP were CRI champions and directly involved in the assessment process. Each subsequent change in personnel brought a different vision and practice to PSPP. As personnel moved through PSPP, they have brought their work and CRI vision with them to their new roles.





SFPD now has executive leadership members who worked directly with CRI and supervisors across the department have worked in CRI. The CRI team sees this as a success, and the changes in personnel are a potential strength for CRI, as the knowledge of CRI goals rests with many leaders throughout SFPD.

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

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

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

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### **Community Engagement**

SFPD established executive sponsor working groups (ESWG) aligned with the five strategic areas to inform the department about community concerns and to provide a process for community participation in the reform efforts. The ESWGs varied in their representation, but generally included the CRI team, SFPD members, community members and advocates, and institutional stakeholders such as Department of Police Accountability (DPA), the Police Commission and the City of San Francisco Department of Human Relations (DHR). As the work on the recommendations progressed, the multiple viewpoints held by ESWG members influenced SFPD's decisions and work outcomes. The ESWGs' structure allowed SFPD to holistically address reform issues in collaboration with its stakeholders. Rather than following a court-drafted oversight schedule, SFPD has been able to work with CADOJ and its stakeholders to drive transformation focused on local and evolving issues. Although this process was sometimes lengthy and challenging, participants felt valued and were able to contribute in a way that had not happened previously in San Francisco.



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

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

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### Process for Review and Technical Assistance

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

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

The executive sponsor was responsible for review and approval of the recommendation before returning the work to PSPP for review and internal processing. During Phase II, SFPD implemented a pre-screening process wherein the department could discuss the actions in support of the recommendation and whether any additional work was needed to support a finding of substantial compliance. Through prescreening, the CRI team could discuss the work, any concerns or challenges and provide direction to SFPD on what would be needed to complete the recommendation. The provided a shared understanding of what was needed to complete a file for submission. This process significantly improved the quality of submissions and allowed SFPD to discuss concerns and issues with Hillard Heintze and CADOJ. Also in Phase II, SFPD established the Chief's review process as part of the PSPP review. Upon completion, PSPP presented each file to the SFPD executive staff for review and approval. This process improved the focus and detail of the files in addressing the



recommendation and compliance measures. After this review and pending any direction for further work, if the executive team determined the file was complete, PSPP would forward it to the Hillard Heintze team for review.

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

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

### **Collaborative Reform Outcomes**

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

As of the date of this report, the department has achieved substantial compliance with 245 the 272 recommendations (90 percent). Although work remains, SFPD has committed to implementing the remaining recommendations and has a plan to guide its future actions. Further, the shift to a continuous improvement focus means that the department will engage in ongoing work to ensure the agency is up to date on policy, training and practices as a routine operations strategy. This focus has been confirmed by the work in Phase III, where even for those recommendations that were already substantially compliant, SFPD continued to improve their policies and actions, such as occurred with the Memorandum of Understanding (MOU) with the San Francisco District Attorney's Office (SFDAO). As the department looks forward, continuing the internal practices that provide for consistency and transparency in reform actions will help SFPD continue to improve.



## Use of Force

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

## Bias

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

The department produced significant evidence of work in this strategic area in Phase III. While the work remains in progress, the focus and plan has demonstrated substantive effort in addressing this critical strategic area. The department is working on an innovative Dashboard Review System for identifying and analyzing data associated with bias. It has invested in technology and support to support this initiative and has partnered with leading academics on this dashboard. Although the work is not yet complete, we believe SFPD will be seen as a leader in this area based on the outcomes to date.

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<sup>6</sup> <https://www.sanfranciscopolice.org/sites/default/files/2020-12/SFPDNewRacialEquityPlan.20201231.pdf>



### **Community Policing**

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

### **Accountability**

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

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

### **Personnel**

SFPD is a relatively diverse organization, particularly compared to its peers. In Phase III, the department demonstrated progress in areas focused on internal employee support and recruitment. Much of the organizational policy and structure for employees is an outcome of collective bargaining and civil service law. The department implemented policies aimed at improving internal procedural justice, which is important in supporting the translation of this concept to officers' daily work with the



public. Additionally, the Chief expanded the selection process for supervisors to include an interview to help determine the candidate's fit for the position sought. Diversity became part of the formal focus and structure under REAP, which SFPD initiated in Phase III. Promising practices have emerged during this phase with the department's commitment to continue to improve, as seen through the metrics envisioned under REAP.

## **The Long-Term Sustainability of Collaborative Reform**

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

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

## **Community Partnerships and Collaboration**

For CRI to be successful, the community must continue to be front and center in the department's strategy, planning and operations. SFPD's transformation is the result of collaboration and transparency among stakeholders with diverse perspectives and opinions as to the type of policing services they seek in their communities. The long-term efficacy of collaborative reform in San Francisco requires the department to continue to engage, listen, adapt, review and refine its policies, procedures and actions based upon the input of the communities of San Francisco. SFPD's outreach to marginalized stakeholders who may have diametric viewpoints from department members will become increasingly important to long-term CRI success. During CRI, Chief Scott began conversations with some stakeholders, but a formal strategy for ongoing engagement has not been defined. Formalizing the engagement goals across all communities of San Francisco will be key to SFPD's successful transformation.

Collaboration with other government stakeholders, including oversight agencies, is also critical to SFPD's continued transformation. Under Phase III, improved relationships between institutional



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

### **Leadership for Strategic Initiatives**

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

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

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

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



Tapping into the diversity of experience, knowledge and viewpoints of these stakeholders adds direct value to policies and serve as informed partners to SFPD's policing goals and initiatives.

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

### **Business and Administrative Support for Ongoing Transformation**

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

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

Collaboration requires communication to be effective. SFPD should focus on interacting with the public on key policing issues. Providing a range of access points to the department in the manner that the community desires will be key to continued success with community engagement. The department improved its communications in Phase III, most notably by using the website to help inform the public during the pandemic. How SFPD presents its vision, goals and work to the public will be critical to its success. The department continues to improve the website to ensure the public's





ease of access and use, which is improving the public's understanding of the department. SFPD needs a holistic strategy to support continued listening and learning from the community about its service requirements, perceptions and willingness to participate in the safety of all stakeholders in San Francisco. To achieve this, the department must focus on the dual nature of communication – delivery and receipt –to continue to build upon the community's trust and the legitimacy of its reform efforts.

### **Budget Support**

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

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

The remaining recommendations require investment - both fiscal investment in IT and administrative process support.. The department developed a plan that identifies the need and cost for improvements necessary to support reform, including a separate IT strategic plan. Municipal budgets are not unlimited, but it is important to develop a long-term budget strategy to address the identified needs to allow for structured planning and implementation of police reform. Ideally, the City and SFPD will work collaboratively to prioritize the needs and develop a strategic budget plan to support improved policing practices using metrics that measure value and return. SFPD has made significant gains under CRI and the City should continue to support the department to ensure it provides the transparency and data-informed measurements of its performance.

### **Future Focus**

SFPD has achieved remarkable success since the last assessment report. It remains steadfast in its commitment to deliver reform to the stakeholders in San Francisco. Not only has SFPD achieved



substantial compliance with a majority of the recommendations, but its work since 2016 provides promise that it will continue to support the goals of transparency and accountability in its practices.

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

### Phase III Progress

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

The CRI Phase I actions focused on the establishment of the CRI framework, process and work to overcome the withdrawal of the federal support as SFPD moved forward with reform.<sup>7</sup> The CRI Phase II actions focused on the development of the structure and processes to address the challenges of large scale reform under CRI and to report its successes.<sup>8</sup> The Phase III goals were to accelerate the pace of reform, building upon the foundational work occurring during Phase I and Phase II. The chart below demonstrates the pace of reform during the three phases.

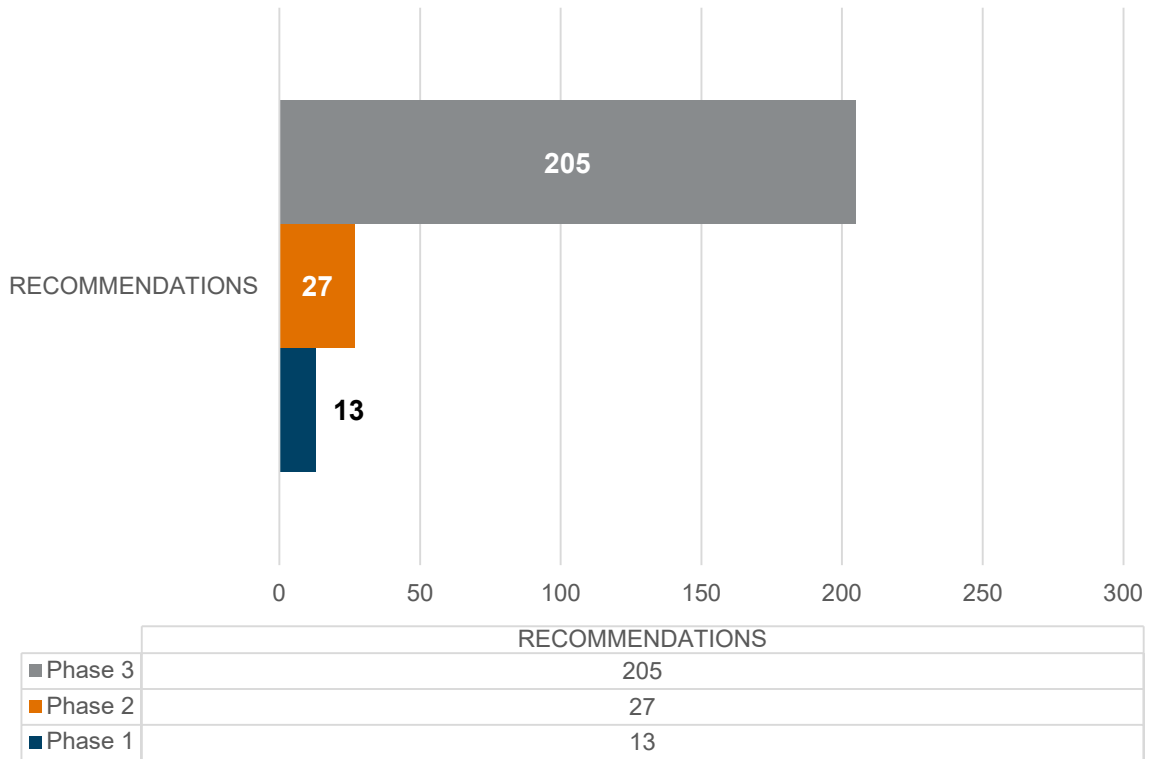
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<sup>7</sup> <https://oag.ca.gov/system/files/attachments/press-docs/hillard-heintze-initial-progress-report-sfpd-phase-i.pdf>

<sup>8</sup> <https://www.sanfranciscopolice.org/sites/default/files/2020-07/SFPDHillardHeintzePhaseIICRIReport20200304.pdf>



### Substantial Compliance Recommendations by Phase



#### National Events and CRI in Phase III

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

#### Success in a Stressful Environment

#### Community Engagement



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

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

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

### **Response Following George Floyd’s Murder**

Public safety agencies across the country faced community backlash following George Floyd’s murder. SFPD took decisive action. Shortly after the incident, Chief Scott made a public statement condemning the actions depicted in the video of the police encounter with Mr. Floyd.<sup>9</sup> The Chief specifically identified the work in CRI, recognizing the policing goals and improvements for communities of color and stating, “it underscores the importance of the San Francisco Police Department’s work on the Collaborative Reform Initiative, which aspires to make our department a national model of 21st century policing. Our first-of-its-kind, voluntary reform endeavor reflects the commitment we at SFPD share to reduce uses of force generally to diminish racial disparities in uses of force, stops, and arrests; and to fulfill the promise of bias-free policing that stands for safety with respect for all.”

Although many major cities saw violent and disruptive protests, such events did not occur in the City of San Francisco. The department responded to over 300 protests, none of which turned violent. SFPD maintained civil order through ongoing outreach to strategic partners, planning and training. Shortly after the beginning of the national protests, Chief Scott reached out to community members to address their concerns and speak about SFPD’s planned response. The ongoing engagement with San Francisco communities around the use of force was beneficial in planning for the protests, as several key community stakeholders were part of the policy development and had strong insight into the department’s practices. SFPD had already implemented a use-of-force policy that was seen as a

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<sup>9</sup> <https://www.sanfranciscopolice.org/news/statement-chief-william-scott-civil-unrest-minneapolis-and>



national standard due to its focus on de-escalation, proportionality and the sanctity of life. It had trained its entire workforce on a new way to approach use-of-force decisions. The department's tactical plans for the protests ensured a layered approach, centered on protecting First Amendment rights while maintaining the public peace. SFPD provided additional training officers on crowd control. SFPD engaged in ongoing and focused communication, including keeping partners apprised of expectations during upcoming protests and the department's response. Finally, the department ensured strong supervision was present during the protests and the supervisors were empowered to support officers and responsible for ensuring officers acted within the boundaries of policy. This engagement demonstrated the department's ability to operationalize its ongoing CRI approach to policing with good results. Although a difficult time for our communities and law enforcement nationally, SFPD built and maintained community trust in ways that reflect the department's goals of transparency, accountability and professionalism.

## **The Phases of Collaborative Reform<sup>10</sup>**

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

### **Phase I – Establishing the Foundation for Excellence in Policing**

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

### **Phase II – Delivering Excellence in Policing**

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

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<sup>10</sup> See Appendix A for a link to the CRITA assessment report and the CRI reports for Phase I and Phase II



### Phase III – Achieving Excellence in Policing

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

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

Phase III saw implementation of key recommendations for bias, community policing and accountability. The department’s continuous improvement focus for recommendations already deemed substantially complete was also evident. For example, the department renewed its MOU with the San Francisco District Attorney’s Office regarding the investigation into OIS and other critical incidents.

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

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

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



## **The Collaborative Reform Initiative Team**

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

## **The CADOJ Team and the Role of Oversight**

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

## **The Hillard Heintze Monitoring Team**

Hillard Heintze, a Jensen Hughes Company is one of the nation’s foremost strategic advisory firms specializing in independent ethics, integrity and oversight services with a special focus on federal, state and local law enforcement agencies, including police departments, sheriff’s departments and internal affairs bureaus. We provide strategic thought leadership, trusted counsel and implementation services that help leading organizations target and achieve strategic and transformational levels of excellence in law enforcement, security and investigations. Many of our team members have been responsible for leading the significant transformation of many major city police departments and law enforcement agencies.



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



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

### **Lindsay Morgan, PMP, Project Manager**



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

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



Michael Dirden joined Hillard Heintze following a long and successful career with the Houston, Texas Police Department. As the Executive Assistant Chief of Police, Michael provided leadership and oversight for the department’s Investigative, Strategic and Field Operations, including accountability for Patrol Operations, Traffic Enforcement, the Mental Health Division, Apartment Enforcement and Differential Police. Since 2015, Michael has worked with Hillard Heintze on numerous law enforcement assessment and reform projects. He was a key subject matter expert in the review and analysis of police department operations in San Francisco under CRI-TA, as well as





CRI-TA assessments for several other law enforcement agencies. Michael holds a Juris Doctorate from South Texas College of Law, a Master of Science from Sam Houston State University and a Bachelor of Arts in economics from the University of Texas.



## Exhibit 1 – Status Designations

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

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



## *Phase III – Reform Progress*

This report covers Phase III of the SFPD CRI program and the department's efforts between August 23, 2019 through September 14, 2021. Phase III is the final phase of the engagement between SFPD and CADOJ under the MOU entered on February 5, 2018, and the letter amendment signed on November 13, 2020. It is SFPD's intention to continue to have formal engagement with the CRI team as it implements the remaining recommendations and addresses the continuing improvement focus of the transformation.

### **Progression of Work Under This Phase**

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

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

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



## Organizational Focus and Structure

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

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

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

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

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

## Transparency

Transparency allows SFPD to share its commitment to organizational transformation with its stakeholders through visible records of its actions, communication of its efforts and data-informed



measurement of its work. Phase III saw the department continue to establish transparency initiatives to comply with CRI recommendations. SFPD remains a national leader due to its reporting to the community within 10 days of an officer-involved shooting. This process continued during Phase III, and SFPD also used internet-based delivery to hold town hall meetings given COVID-19-related restrictions on in-person contact.

In Phase III, SFPD began to develop more user-friendly approach for its website. During a pandemic, how a police department provides information becomes increasingly important. SFPD leveraged its website for further outreach and information to help address the public health concerns facing so many. The department launched its page on reform,<sup>11</sup> which reports on all actions to date. SFPD demonstrated its focus on ensuring information is more readily accessible and continues making improvements.

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

As SFPD moves into managing its own progress, improving internal and external access and navigation of the information systems that report on reform becomes more important. The reports known as the 96A report, which provides data on SFPD officers' stops, search and arrest, are an encouraging development.<sup>12</sup> The overall trend in SFPD's use of force against persons of color reflects a reduction in incidents; however, the overall number of uses of force indicate a need for further analysis and work to resolve disparities. The department has been transparent and engaged in addressing these issues and contracted a research partner who is well skilled in working with police bias. This is a promising action and bodes well for future improvements.

As SFPD reconnects with its community via in-person activities at the district level, continuing local access and visibility remains important. Actions, such as the Chief's podcast and his message following George Floyd's murder, are encouraging steps toward finding a greater audience to learn about SFPD's message and work. During the last town hall, held virtually on May 13, 2021, the Chief was engaged and answered public comments, which was well received. Continuing to find the balance between in-person communication and messaging through the website and social media is necessary for SFPD to connect with its community in a way that is meaningful and open.

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<sup>11</sup> <https://www.sanfranciscopolice.org/your-sfpd/police-reform>

<sup>12</sup> <https://www.sanfranciscopolice.org/sites/default/files/2021-07/SFPD-QTR1QADR2021Report-20210711.pdf>



## Strategic Reform Initiatives

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

### Use of Force

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

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

Use of force by law enforcement officers continues to be a substantial concern for members of the public in San Francisco. One OIS involving an on-duty officer occurred in 2021 and the department promptly addressed it in a town hall meeting. In addition to local OIS incidents, incidents that happen in other cities also influence the public's perception of local police departments and the decisions made by their officers and leadership. The national protests following George Floyd's murder generated local concern in San Francisco despite the incident occurring in Minnesota. While over 300 related protests occurred in San Francisco, the intensity or violence demonstrated elsewhere was not seen in San Francisco. The concerns, both local and national, generated by the disparity in the use of force based upon one's race affect public trust and perception of SFPD. As mentioned earlier, although the overall news is good, work remains as Black individuals remain disproportionately represented in the stop, search and arrest data. The department has engaged an academic research partner to help more fully analyze contributing factors to use of force and race.



The public increasingly expects officers to act in a manner that builds trust and legitimacy beyond those actions required by legal minimum standards. Across the country, communities are becoming more engaged and knowledgeable about policing, which drives their expectations. These expectations include the demand for techniques and tools to reduce the need for use of force. For example, California law now requires training and policy that focuses on de-escalation and the principle of reverence for life in use-of-force decisions.<sup>13</sup> SFPD was an early adopter of Critical Incident Training (CIT), mandating that the entire workforce undergo training to provide alternative decision frameworks when they encounter people in mental health crisis. This early investment has contributed to the reduction in overall use of force as officers have learned de-escalation techniques and how to better engage with people in mental health crisis.

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

### Training

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

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

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<sup>13</sup> SB230, enacted September 12, 2019



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

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

### Transparency

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

On July 27, 2021, SFPD formalized a new MOU with the San Francisco District Attorney’s Office (SFDAO) to investigate OIS, in-custody deaths and uses of force that results in serious bodily injury. SFDAO will lead an independent investigation and assessment of whether SFPD officers committed any criminal law violations for those incidents under its jurisdiction. SFPD will retain concurrent administrative authority as will DPA in such investigations under the administrative code requirements of the City and County of San Francisco. This MOU helps further define and provide consistency in the investigations into these incidents, which are central to the public interest and trust. Assembly Bill 1506, effective July 1, 2021, adds further transparency for the department and all law enforcement in California. This bill requires CADOJ to investigate all OIS incidents resulting in the death of an unarmed civilian in the state.<sup>14</sup> CADOJ established OIS investigation teams throughout the state to support the independence of the investigation of such incidents. The MOU between SFDAO and SFPD recognizes the role of CADOJ in the investigation.

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

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<sup>14</sup> <https://oag.ca.gov/news/press-releases/attorney-general-bonta-releases-full-guidance-package-ab-1506-implementation>





based on ongoing internal review to ensure continuous improvement. During the last session, Chief Scott answered public comment in a manner that further informed participants.

Nonetheless, SFPD can improve its overall messaging. Although information regarding use-of-force reforms is accessible on the department's website, the content is limited and does not fully explain the department's work in this area. Although the department provides information during town hall meetings, the webpage is challenging to navigate when seeking OIS information and updates regarding the status of the investigation or basic facts of the incident. SFPD can continue to improve its work to inform the public by providing updates as they occur and by placing more descriptive information on the website and in other venues, such as the district notices.

## **Bias**

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

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

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

SFPD has made substantial progress in Phase III by establishing meaningful reforms aimed at reducing bias. Chief Scott took a strong leadership position when he issued the directive that limited the release of arrest booking photos to the public. The department developed a thoughtful process for releasing booking photos, and by so doing, SFPD seeks to help mitigate or avoid perpetuating



negative stereotypes that can contribute to implicit and explicit bias in policing and by community members.<sup>15</sup> SFPD is a leader in this practice, which is only now gaining ground in other jurisdictions. Another example of improvement is the promising data that demonstrates the yield rates for stops involving those who are Black, Indigenous and People of Color (BIPOC) has increased. Although the analysis remains, it is indicative of the increase in the adherence to legal predicate for the stops rather than an inference of bias.

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

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

### Strategy

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

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

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

REAP is further evidence of the department's commitment to address bias as it informs SFPD members and the public about the department's goals and plan for achieving internal and external equity and inclusion. The department identifies its history, good and bad, as recognition of the need

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<sup>15</sup> <https://www.sanfranciscopolice.org/sites/default/files/2020-07/SFPDDN20.112.20200701.pdf>



for forward progress. The plan includes internal metrics and the department's failure to achieve goals could lead to the Board of Supervisors withholding spending authority and other budget actions.

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

### **Policy**

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

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

### **Training**

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



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

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

### **Innovation**

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

### **Transparency**

SFPD improved the accessibility of information in demonstration of its commitment to bias-free policing during Phase III. Formal reporting to the Police Commission enhanced visibility and created accountability regarding SFPD's bias-reduction goals. The department's website has a visible rolling banner stating, "Bias-Free Policing," that when clicked on, identifies bias-related policies and



practices in a single location.<sup>16</sup> Information falls under the headings: Policies, Training, Audits, Investigation of Biased Misconduct, Recruitment and Hiring, and Data Collection and Analysis.

Much of the bias reporting was already in place before Phase III, but the actions under this phase made the data more accessible. Generally, the information on bias-free policing is easily searchable, representing a significant improvement from what we observed during the previous reporting periods. However, the website does not provide context or in-depth information regarding this important area of local and national public concern. Ideally, the department will continue to further engage the community about its reform work through social media and other direct delivery methods, such as community meetings, to share information more broadly and to reflect the goals and actions taken to advance this key strategic area.

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

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

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

### **Community Policing**

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

Community policing provides the foundation to establish police legitimacy. The department's focus on community engagement is evident in the work it has done under this strategic area. SFPD solidified its strategy and approach for community engagement in Phase III and established CED as the single division focused on driving community policing strategies. The department finalized the community

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<sup>16</sup> <https://www.sanfranciscopolice.org/your-sfpd/policies/bias-free-policing>



policing strategic plan supported by a data-driven focus. The COVID-19 pandemic required SFPD's community engagement to pivot to meet the public health crisis. During 2020, the department worked to overcome challenges to in-person public engagement opportunities. SFPD refocused on digital engagement to reach people who were physically unable to attend community events. These practices will allow SFPD to continue to engage people who cannot attend other meetings or forums as in-person and direct engagement returns.

In response to the pandemic, SFPD shifted to partnerships with community organizations to help distribute needed supplies and educating the public about safe practices during the pandemic. The manner by which the department engaged with the public also changed as it shifted to digital outreach and messaging. In the near term, the department should engage in enhanced messaging to better explain the actions that the Community Policing ESWG and the community have taken on reform to energize participation by the community to drive a strong police community partnership.

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

### **Organizational Structure and Strategy**

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

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

The Community Policing Strategic Plan addresses the inclusion of all department units. This plan expands its community policing goals into the investigative and specialty units and bolsters the comprehensive community policing approach in San Francisco. The work conducted in Phase III,



including that on Recommendation 39.3, reflects SFPD’s commitment to an organizational approach to community engagement. The use of the Community Violence Prevention Team is an example of SFPD’s focus on robust strategies within the department and with its institutional stakeholders. Although the implementation and data analysis envisioned in the plan are at the early stages, the goal is to use data to develop strategies and practices across the department. Fully defining each departmental unit’s role will bolster the community policing goals and further support CED’s work. As the city emerges from the pandemic and as CED focuses on and develops the organizational approach to community policing, the department is poised to be successful.

### **Policy**

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

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

### **Transparency**

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



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

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

### **Accountability**

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

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

### **Operational Structure**

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





further support police oversight. This action resulted in significant success for the strategic area of accountability.

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

Oversight is important to ensuring rounded policies including standards and transparency. For example, in Phase III, SFPD revised the DGO addressing plain-clothes officer assignments. The department, up through the Chief, continues work on the DGO to ensure it reflects the department's policing and community goals as well as the DPA's accountability concerns. Practices at the Police Commission, such as the routine public presentations on CRI and other initiatives, have led to more transparency regarding CRI progress and its overall progress. Police Commission members participated in the working groups and the Police Commission was a stakeholder to CRI meetings and decisions. Engagement with these oversight agencies remains ongoing and will continue to be. This engagement reflects one of the more significant areas of improvement within SFPD since the initial assessment.

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

## Policy

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



Arising out of the requirements of Recommendation 71.1 and as part of its continuous improvement focus, SFPD recognized the need to improve a Phase II outcome, the publication of DGO 3.01 “Written Communication System.”<sup>17</sup> This policy governs the department’s policy development and promulgation and is critical because policies guide officers’ actions. The existing system, which includes the SFPD and the Police Commission, continues to incur challenges in timely policy promulgation and updates. The department and the Police Commission began a review of DGO 3.01 to address some of the issues and are working on a draft that will further streamline the process. The department and the Police Commission are actively engaged in this review and although not completed as of the date of this report, their progress is notable and improvement is the likely outcome.

SFPD drafted DGO 2.04 Discipline Review Board to define its responsibility to review aggregate trends in complaints against officers and specific sustained complaints with the DPA and the Police Commission. The goal is to identify policy and training failures and make written recommendations for improvement. Although the work stalled for part of Phase III, in part due to the pandemic, the Discipline Review Board (DRB) put forth nine recommendations to improve the disciplinary process. DRB reports quarterly to the public and to the Police Commission on its recommendations and the success or failure of any implemented recommendations. DRB includes SFPD executives, the Police Commission and DPA. This review process is a key outcome of CRI as it aligns the key oversight agencies with the department’s work in advancing internal accountability and reform.

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

## Training

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

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<sup>17</sup> <https://www.sanfranciscopolice.org/sites/default/files/2019-09/SfpdDGO3.01WrittenCommunicationSystem.pdf>



their report writing and testimony. These practices are promising from the perspective joint problem-solving, improved constitutional policing practices and long-term resolution of risk issues.

### Transparency

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

The work with DPA and the Police Commission is the most direct example of the department’s increased transparency and accountability practices. DPA and SFPD recognize the value of an improved and open relationship, which is the outcome of the work in Phase III work. For example, Finding 66 of the initial assessment determined that SFPD was not required to, nor did it act upon the policy recommendations put forth by DPA in the Sparks Report.<sup>18</sup> In Phase III, the department implemented a process for review and for joint reporting to the Police Commission on the progress on the Spark recommendations with full transparency regarding SFPD’s decisions and actions in response to the DPA recommendations. Additionally, substantive work occurred regarding Fourth Amendment issues, such as search and seizure, with DPA working with the department to provide training for officers to address issues of concern to both entities.

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

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

To facilitate public access to disciplinary data, SFPD’s website now provide links to DPA’s “Openness Reports.” These monthly reports include information regarding the complaints that DPA received

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<sup>18</sup> The Sparks Report is a catalogue of policy recommendations from the DPA to the SFPD.



each month, including a summary of each allegation and DPA's findings. Additionally, SFPD provides a quarterly IAD report to the Police Commission with the number and type of IAD investigations initiated during the quarter, which is also available on the Police Commission's website. The website contains a range of information for the public to review, access and analyze.

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

### **Recruitment, Hiring and Personnel Practices**

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

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

### **Organizational Structure and Approach**

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

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



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

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

### Policy

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

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

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



enforcement agencies face regarding recruitment, the ability to have policies focused on developing leaders will help the department continue to be successful.

### Transparency

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

Externally and as part of its recruitment strategies, the department has a range of public campaigns centered on informing the public about careers within SFPD and the opportunities that such a career brings. The Recruitment Unit has been supportive to candidates and has greatly improved its outreach, using social media platforms and direct outreach, which is a promising practice. SFPD updated its website and provides a variety of information regarding a career with SFPD.<sup>19</sup> The website provides information regarding sworn and professional staff applications.

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

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

### Path Forward – Future of Collaborative Reform

SFPD has been successful in addressing challenges to reform over the timeframe for CRI ranging from leadership changes to substantive social change in how communities want to be policed. As Phase III concludes, SFPD has demonstrated substantial gains across all five strategic areas that

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<sup>19</sup> <https://www.sanfranciscopolice.org/your-sfpd/careers>



drive excellence in policing. This is a remarkable achievement given CRI is a voluntary, self-initiated reform program. The department wanted to do this – and did - with the help of the CRI partners and San Francisco’s stakeholders.

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

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

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

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

CRI was not an organic process. The administrative support for CRI was significant and created controls and levels of review that supported implementation. As the department moves forward, it needs to consider how to best ensure its internal practices foster accountability, including unit-level management controls and organizational controls beyond formal audits. Unit-level management



controls are important because they allow for oversight of compliance with SFPD’s goals and policies as a matter of ongoing business. These processes will require administrative oversight to ensure the effective implementation and management.

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

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





## Appendices

### Appendix A: Findings and Recommendations

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

*An Assessment of the San Francisco Police Department* is available to [view here](#).

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

The *Phase I Initial Progress Report* is available to [view here](#).

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

The *Phase II – 18 Month Progress Report* is available to [view here](#).



## Appendix B: Recommendation Status

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

### Use of Force

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

Appendix B Table 1.1: UOF Recommendations – Complete

Rec. Number	Recommendation Language	Notes
2.1	The SFPD must work with the City and County of San Francisco to develop a process that provides for timely, transparent, and factual outcomes for officer-involved shooting incidents.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.



Rec. Number	Recommendation Language	Notes
3.1	The Police Commission, SFPD leadership, and elected officials should work quickly and proactively to ensure that the department is ready to issue these use of force policies and procedures to all department employees immediately following the collective bargaining meet-and-confer process. The process should not be drawn out, because the goal should be immediate implementation once it has been completed.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 15, 2019.
3.2	The SFPD should work with the Police Commission to obtain input from the stakeholder groups and conduct an after-action review of the meet-and-confer process to identify ways to improve input and expedite the process in the future for other policy development.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 28, 2020.
4.1	The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 7, 2021.
4.2	In developing an electronic reporting system, the SFPD must review current practice regarding reporting use of force, including reporting on level of resistance by the individual, level and escalation of control tactics used by the officer, and sequencing of the individual's resistance and control by the officer.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.
4.3	In the interim, the SFPD should implement the use of force report that is under development within the Early Intervention System Unit and require that it be completed for every use of force incident. The assessment team identified this report to be a good start to a robust reporting system for use of force incidents in the SFPD. The SFPD should eliminate the Use of Force Log (SFPD 128 (Rev. 03/16)).	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.



Rec. Number	Recommendation Language	Notes
4.4	To facilitate the implementation of recommendation 4.3, a training bulletin describing the form, its purpose, and how to accurately complete it should accompany the form introduction. The bulletin should be implemented within 90 days of the issuance of this report.	The California Department of Justice advised on June 10, 2019 that the SFPD is substantially compliant for this recommendation at present but requires SFPD to identify and follow up with the non-compliance personnel and take appropriate mitigating action for continued non-compliance in order to remain in substantial compliance.
4.5	The SFPD should continue the manual entry of use of force data until the electronic use of force report is operational. To ensure consistency and accuracy in the data, this entry should be conducted in a single unit rather than in multiple units.	The California Department of Justice advised on February 15, 2019 that the SFPD is substantially compliant for this recommendation, assuming SFPD engagement in ongoing review and remedial action regarding deficiencies.
4.6	The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 12, 2019 and suggests that SFPD amend the missing/incomplete memo to include a space for the commanding officer to explain the type of remedial training undertaken by the commanding officer. With this addition to the memo, it will not only ensure consistency but will allow SFPD to better keep track of what type of remedial training is provided to a supervisor.



Rec. Number	Recommendation Language	Notes
4.7	The SFPD should assign the Training and Education Division to synthesize the issues emerging from the use of force reports and create announcements for roll call on emerging trends. The announcements can include scenarios from incidents that were troubling or complicated in some way and encourage officers to discuss with one another in advance how they would communicate and approach such situations.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 7, 2021.
5.1	The SFPD needs to develop and train to a consistent reporting policy for use of force.	The California Department of Justice advised on April 23, 2019 that the SFPD is substantially compliant for this recommendation, assuming SFPD engagement in ongoing review and remedial action regarding deficiencies.
5.2	The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 28, 2020.
6.1	The Training and Education Division should adopt and implement a formal Learning Needs Assessment model that identifies and prioritizes training needs and should subsequently design and present them in the most effective and efficient ways possible.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 26, 2021.



Rec. Number	Recommendation Language	Notes
6.2	<p>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:</p> <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>	<p>The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 2, 2021.</p>
6.3	<p>SFPD training records should be fully automated and training data easily accessible.</p>	<p>The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 21, 2020.</p>
7.3	<p>The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in its intended field use.</p>	<p>The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.</p>
8.1	<p>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.</p>	<p>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.</p>
8.2	<p>Supervisors should be held accountable for ensuring accurate and complete entry for all use of force data reporting.</p>	<p>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.</p>



Rec. Number	Recommendation Language	Notes
8.3	Supervisors should be required to document their actions regarding the investigation of the use of force incident within the incident report. As recommended in this section (recommendation 3.2), a stand-alone use of force report should be developed, and when completed, should contain a section for supervisory actions relative to the incident and signature.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 7, 2021.
9.1	The SFPD should work with the Department of Emergency Management to provide it with primary responsibility for timely notification to all stakeholders on the call-out list used immediately after an officer-involved shooting incident.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.
9.2	Until the Department of Emergency Management protocol is established, when activating the protocols for notification following an officer-involved shooting incident the Operations Center should notify representatives of IAD, the District Attorney’s Office, and OCC with no lag time occurring in any of the notifications. The Operations Center log for notifications should be included as part of the investigation report case file to accurately and fully depict notifications.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 12, 2019 and suggests that SFPD consider conducting periodic audits of its own DOC files to ensure that its cover memos reflect contact with the DA’s office to confirm its inclusion of the Everbridge notification log in the investigative file.
9.3	All notified responders should be required to notify the Department of Emergency Management of the time of their arrival. This will create a comprehensive permanent record of the time of notifications and responses of the units to the scene.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 24, 2019.
9.4	The SFPD should explore the option for timely electronic notification to all oversight partners.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.



Rec. Number	Recommendation Language	Notes
10.1	The SFPD should establish a formal protocol to ensure that a representative of the Homicide Detail provides OCC and District Attorney’s Office investigators a timely briefing about the facts of the case and to make arrangements for a formal walk-through or gain investigative access to the incident scene as soon as possible. The highest-ranking officer on the scene should be responsible for ensuring compliance with this recommendation.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.
10.2	The SFPD should work with its accountability partners the OCC and the District Attorney’s Office in officer-involved shootings to develop a formal training program in which representatives of the District Attorney’s Office, SFPD Homicide Detail, and the OCC engage in regular training regarding best practices for investigating such cases. This training should be developed and implemented within 120 days of the issuance of this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 3, 2019.
11.1	The SFPD should update the Department General Order 3.10 – Firearm Discharge Review Board to require written evaluation of policy, training, and tactical considerations of discharge incidents, specifically identifying whether the incident was influenced by a failure of policy, training, or tactics and should include recommendations for addressing any issues identified.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 26, 2021.
11.2	The SFPD should update existing programs and develop training to address policy gaps and lessons learned. The Training and Education Division should work with the FDRB and Homicide Detail to create a presentation to inform department personnel about key issues that contribute for officer discharge incidents and to help mitigate the need for firearm discharge incidents.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 2, 2021.
11.3	The SFPD should update the DGO to ensure that the FDRB is staffed with a Training and Education Division representative as an advisory member to ensure an appropriate focus on development of responsive training protocols.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 26, 2021.





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



Rec. Number	Recommendation Language	Notes
14.1	The SFPD should develop an ongoing communication strategy for officer-involved shootings.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 12, 2019.
14.2	The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 4, 2019.
14.3	The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 22, 2019.
15.1	The SFPD needs to create outreach materials related to educating the public and the media on use of force and officer-involved shooting investigations and protocols. These materials should be disseminated widely through the various community engagement events and district station meetings.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 8, 2020.
15.2	The SFPD should host town hall presentations to educate the public and the media on use of force and officer-involved shooting investigations and protocols.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 8, 2020.



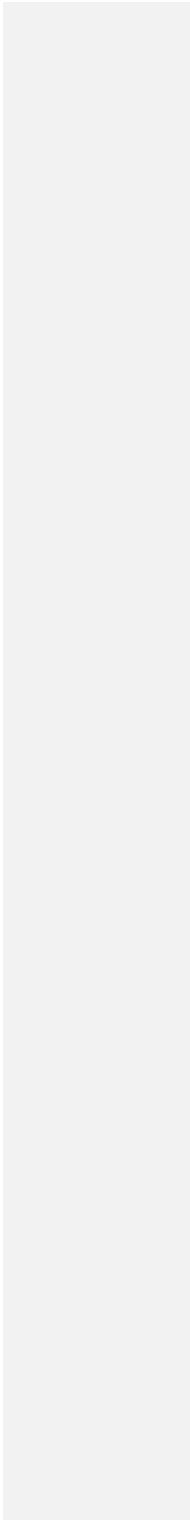
**16.1**

Working with all key stakeholders and community members, the SFPD and the Police Commission should make an informed decision based on expectations, sentiment, and information from top experts in the country. (ECWs)

The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 16, 2019 and provided some additional details:

It should be noted that the compliance measures themselves do not require approval of the content of the underlying DGO 5.02, and that neither the California Department of Justice nor Hillard Heintze undertook a comprehensive review of that policy. However, after conducting a limited review of this DGO, CALDOJ has identified the four below areas within DGO 5.02 that SFPD may wish to review. Please note that this list is not exhaustive, and that as police practices surrounding the use of ECWs evolves, there may be additional policies and practices the SFPD may wish to consider in this regard before implementing this policy. Those areas we believe merit additional review follow:

1. CALDOJ recommends addressing the gap between DGO 5.02 parts H and J. Part H lists instances when an officer "may activate the ECW" and Part J lists scenarios when ECW use is prohibited. There are potential scenarios that fall outside of expressly permitted and prohibited use where it may be unclear if an officer is permitted to use an ECW.



CALDOJ recommends adding the word “only” to Part H to read that an officer “may activate the ECW only when a subject is [ . . . ]” to clarify the policy.

Additionally, CALDOJ recommends adding the words “immediate” and “imminently” in part H(1) and H(2) to read that an officer may use an ECW when a subject is “causing immediate physical injury to a person or threatening to cause immediate physical injury when there is a reasonable belief that the subject has the intent and capability of imminently carrying out the threat.”

2. While SFPD prohibits officers from using ECWs on handcuffed persons, that information is not found in the “Prohibited Use” section. CALDOJ recommends adding the prohibition in that section for ease of reference.

3. CALDOJ recommends clarifying the language regarding vulnerable populations in Part I. For vulnerable populations, the current version of DGO 5.02 provides that officers are to limit ECW use to “circumstances where the potential benefit of using the device reasonably outweighs the risks and concerns” because of “heightened risk of adverse reaction.” These risks and benefits are vague and provide officers with broad discretion as to whether to use an ECW on the noted vulnerable populations. CALDOJ



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



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



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

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

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



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

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

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

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

**Appendix B Table 1.5: UOF Recommendations – No Assessment**

Rec. Number	Recommendation Language	Notes
7.1	The SFPD must develop a policy on the use of the 36-inch baton for the use of interacting with individuals with edged weapons. The policy should also dictate the proper handling of the baton, and the policy should dictate when it is appropriate to use a two-hand stance and when a one-hand approach is needed.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.
7.2	The SFPD must develop training on the use of the 36-inch baton for the use of interacting with individuals with edged weapons. Once developed, the training should be deployed to all officers.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.

**Bias**

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





Appendix B Table 2.1: Bias Recommendations – Complete

Rec. Number	Recommendation Language	Notes
24.1	The SFPD should immediately implement the bias audit as recommended by the U.S. Department of Justice COPS Office on May 5, 2016 (see appendix K).	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 3, 2019 at present but requires ongoing review of the audit processes to ensure the audit is effectively screening for biased communications to remain in substantial compliance.
24.2	Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 3, 2019 at present but will need ongoing review of the audit processes to ensure the audit is effectively screening for biased communications to remain in substantial compliance.
24.3	The SFPD should immediately establish a policy and practice for ongoing audit of electronic communication devices to determine whether they are being used to communicate.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 3, 2019 at present but will need ongoing review of the audit processes to ensure the audit is effectively screening for biased communications to remain in substantial compliance.
24.4	The SFPD should implement a policy and a Department General Order stipulating that there is no right to privacy in any use of department-owned equipment or facilities.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.



Rec. Number	Recommendation Language	Notes
24.5	The SFPD should require all members to acknowledge appropriate use standards for electronic communications. This should be a signed acknowledgement, retained in the personnel file of the member, and department personnel should receive an alert reminding them of appropriate use whenever they sign onto SFPD systems.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 19, 2020.
24.6	The SFPD should report twice a year to the Police Commission on the outcome of these audits, including the number completed, the number and types of devices audited, the findings of the audit, and the personnel outcomes where biased language or other conduct violations are discovered.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 9, 2020.
25.1	The SFPD should immediately update Department General Order 5.17 – Policy Prohibiting Biased Policing (effective May 4, 2011) and Department General Order 11.07 – Discrimination and Harassment (effective May 6, 2009) to reflect its current initiatives and align with best practices.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 29, 2020.
25.2	Upon meeting recommendation 25.1, SFPD leadership should release a roll-call video explaining the Department General Orders and reinforcing that a bias-free department is a priority.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.



Rec. Number	Recommendation Language	Notes
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 Watch program aimed at engaging officers and the community on addressing issues of bias.</li></ul>	<p>The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.</p>
25.4	<p>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.</p>	<p>The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.</p>



Rec. Number	Recommendation Language	Notes
26.2	The SFPD should more clearly describe its anti-bias policies and practices for reporting police misconduct and its commitment to ensuring that policing in San Francisco will be bias-free.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 14, 2020.
26.3	The SFPD should implement an immediate public education campaign on the policies and procedures for reporting misconduct as centered on anti-bias and the initiatives underway.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.
26.4	The SFPD should work with the Police Commission to convene a community focus group to obtain input on the policies and practices as they are being developed.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 29, 2020; however, it reiterates its observation first noted in Supervising Deputy Attorney General Nancy Beninati’s March 4, 2020 letter accompanying the Phase II Report that the ESWGs have not met with regular frequency, with the Bias Working Group as the notable exception. The California Department of Justice once again recommends that ESWGs meet with more frequency so it can take in community feedback. The success the Bias Working Group has had in revising three DGOs demonstrates the value of the ESWGs and the input from the community SFPD can receive through the ESWGs.



Rec. Number	Recommendation Language	Notes
27.1	The SFPD should develop a training plan based on a training needs assessment specific to the delivery of anti-bias training as part of an ongoing strategic approach to addressing bias in the SFPD.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 1, 2021.
27.2	<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>	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 1, 2021.
27.3	Training addressing explicit and implicit biases should employ teaching methodologies that implement interactive adult learning concepts rather than straight lecture-based training delivery.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 1, 2021.
27.4	To ensure first-line supervisors understand the key role they play in addressing bias, supervisor training should include coaching, mentoring, and direct engagement with problem officers.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 26, 2021.



Rec. Number	Recommendation Language	Notes
27.5	All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 15, 2021.
27.6	The SFPD should measure the efficacy of such training through careful data collection and analysis practices, ideally in partnership with an academic researcher.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 26, 2021.
27.7	The SFPD should implement Force Options Training in a manner that reduces the impact of demographics on split-second use of force decisions and should ensure that in-service officers receive this training at least annually.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 2, 2021.
28.2	The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 12, 2021.
28.3	The SFPD should establish routine, ongoing roll-call training requirements for supervisors on key leadership issues, including their role in promoting fair and impartial policing.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 15, 2021.
28.6	The SFPD must address practices within the organization that reflect explicit biases and intervene with firm, timely disciplinary responses.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.



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



Rec. Number	Recommendation Language	Notes
29.4	SFPD leadership should explore the options for alternate dispute resolutions regarding bias complaints, including mediation.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 8, 2020.
30.1	The SFPD should develop a plan to conduct further review and analysis of traffic stop data to identify the reasons and potential solutions for the traffic stop data disparities. The plan should be developed within 180 days of the issuance of this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 8, 2021.
30.2	Upon completion of recommendation 30.1, the SFPD should implement the plan to review and analyze traffic stop data to identify the reasons and potential solutions for the traffic stop disparities.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 8, 2021.
30.5	SFPD supervisors must be trained (pursuant to recommendation 27.1) to review and assess E-585 traffic stop incident report data for disparate outcomes, particularly in relation to peer groups within the unit.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 27, 2021.
30.6	The SFPD should implement the data collection recommendations regarding improving traffic stop data provided in appendix F. The timing of the implementation needs to be identified in the technology plan.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 2, 2021.
31.1	The SFPD needs to analyze the data and look for trends and patterns over time to reduce the racial and ethnic disparities in post-stop outcomes.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 8, 2021; however, recommends that SFPD continue to consider additional reforms proposed by the community.





Rec. Number	Recommendation Language	Notes
32.1	As stated in finding 31.1, the SFPD should complete recommendation 31.1.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 8, 2021; however recommends that SFPD continue to consider additional reforms proposed by the community.
32.2	The SFPD needs better training on the Fourth Amendment and applicable state laws on search and seizure.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 13, 2021.
33.1	The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 2, 2021.
34.1	The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and nonmotorized conveyances.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 29, 2021.
34.2	The SFPD should mandate the collection of stop report data on any stop or detention of a pedestrian or person riding a nonmotorized conveyance, such as a bicycle, skateboard, or scooter. This should begin immediately and not wait until AB 953 requires such action in April 2019.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 29, 2021.



Rec. Number	Recommendation Language	Notes
34.3	The SFPD should consider expanding the functionality of the E-585 traffic stop incident report data collection system to include data collection for all pedestrian and nonmotorized conveyances.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018 at present but requires ongoing review and data analysis to remain in substantial compliance.
35.1	The SFPD should adopt new policies and procedures for collecting traffic and pedestrian stop data, public complaints, and enforcement actions. Information for these events should be recorded accurately.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 2, 2021.
35.2	The SFPD should analyze its existing technology capacity and develop a strategic plan for how data are identified, collected, and used to advance sound management practices.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 5, 2021.



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



Rec. Number	Recommendation Language	Notes
36.2	The SFPD should incorporate ongoing review and audit of anti-bias programs into a quarterly report that includes promising practices and lessons learned.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 26, 2021.
36.3	The SFPD should review all of its policies, procedures, manuals, training curricula, forms, and other materials to eliminate the use of archaic or biased language. For example, the SFPD should review the use of the word “citizen” in policies and forms, such as the Citizen Complaint Form (SFPD/OCC 293). This assessment should be completed within 120 days of the issuance of this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 28, 2021.
37.1	The SFPD should establish policy that specifically governs when and how Field Interview cards are completed. This should be accomplished within 180 days of the issuance of this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 28, 2021; however, this policy is still in its early stages and the Department will monitor the SIU annual review process during the remaining phase of the Collaborative Reform Initiative.
37.2	The SFPD needs to reassess its use, storage and collection of Field Interview cards to ensure data retention and collection are in accord with legal requirements. Annual audit of Field Interview cards should be part of the data retention process.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 28, 2021; however, this policy is still in its early stages and the Department will monitor the SIU annual review process during the remaining phase of the Collaborative Reform Initiative.



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

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

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

Rec. Number	Recommendation Language	Notes
26.1	The Chief’s Advisory Forum should be re-invigorated and allow for diverse communities to have meaningful input into bias training, policies, and the SFPD’s other anti-bias programming. The chief should ensure that marginalized communities are given a meaningful opportunity to be a part of the Advisory Forum.	The California Department of Justice provided notice on September 14, 2021 that this recommendation is designated as “In Progress” and moved into the Phase 3+ category. The reason for this designation is that the SFPD is tying the completion of this recommendation to 48.1, which SFPD has already determined cannot be completed in Phase 3 and will be completed in Phase 3+.
28.1	The SFPD should investigate complaints of bias transparently and openly and recognize its potential impact upon the larger group of officers who do not hold such views and upon the affected communities of San Francisco. To address these concerns, the department should <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>	The California Department of Justice provided notice on September 14, 2021 that this recommendation is designated as “In Progress” and moved into the Phase 3+ category.
28.4	The SFPD needs to engage in early identification of and intervention in behaviors that are indicative of bias through direct supervision, data review, and observation of officer activity.	The California Department of Justice provided notice on September 14, 2021 that this recommendation is designated as “In Progress” and moved into the Phase 3+ category.



Rec. Number	Recommendation Language	Notes
28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	The California Department of Justice provided notice on September 14, 2021 that this recommendation is designated as “In Progress” and moved into the Phase 3+ category.
30.3	The SFPD should provide supervisors with the results of timely data analyses regarding the E-585 traffic stop incident report activity of their officers that allow them to identify and proactively intervene when outlier officers are identified.	The California Department of Justice provided notice on September 14, 2021 that this recommendation is designated as “In Progress” and moved into the Phase 3+ category.
30.4	Until the data are electronic, supervisors should be provided with monthly paper reports regarding the E-585 traffic stop incident report activity of officers under their command.	The California Department of Justice provided notice on September 14, 2021 that this recommendation is designated as “In Progress” and moved into the Phase 3+ category.
35.3	SFPD leadership should make a concerted effort to focus on data collection and to create systems and analysis protocols that will inform supervisors where incidents of potential bias or disparate treatment occur or where patterns in officer behavior exist that warrant further examination or monitoring.	The California Department of Justice provided notice on September 14, 2021 that this recommendation is designated as “In Progress” and moved into the Phase 3+ category.

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

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

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

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



### Community Oriented Policing

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

Appendix B Table 3.1: Community Oriented Policing Recommendations – Complete

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



Rec. Number	Recommendation Language	Notes
39.3	The SFPD should establish a Strategic Planning Steering Committee composed of representatives from the community and various sections of the department within 90 days of the issuance of this report. This committee should collaborate to develop policies and strategies for policing communities and neighborhoods disproportionately affected by crime and for deploying resources that aim to reduce crime by improving relationships and increasing community engagement.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 23, 2021; however, as DGO 1.08 was recently published at the time of adjudication, CALDOJ recommends that SFPD should review the work of the committees established in DGO 1.08 to ensure they fulfill their responsibilities.
39.4	A training needs analysis must be conducted to support the training requirements recommended in this assessment. The SFPD must conduct an analysis of the needs across the organization, identify the benchmark for training, and develop a prioritized training plan based on the need's analysis. This will require solid support from the Office of the Chief of Police and the command staff if it is to succeed in strengthening the content, quality, and timeliness of the department's training. This should be completed within nine months of the issuance of this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 23, 2021.
39.5	A technology needs analysis must be conducted on how to address the technology gaps identified in this assessment. Organizational needs should be identified, and a structured plan supported by budget forecasting should be in place to address the development of the IT enterprise for the SFPD. Existing systems should be integrated to ensure full value of the data already in place in the SFPD and that IT systems and practices remain up to date. The SFPD must analyze and expound its information technology capabilities that provide the right management information to drive key decisions on officer misconduct and overall employee performance.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 2, 2020.





Rec. Number	Recommendation Language	Notes
39.6	The SFPD must conduct a gap analysis comparing the current state of the department's information gathering, analyzing, and sharing assets and capabilities with the established modern best practices. This should be completed within six months of the issuance of this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 2, 2020.
39.7	The SFPD must conduct a portfolio management assessment to identify opportunities for consolidating platform and product offerings, providing enterprise solutions across the organization instead of silos or one-off product sets. This should be completed within six months of the issuance of this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 2, 2020.
39.8	The SFPD must create a five-year technology initiative roadmap to facilitate migrating current platforms to the modern state architecture. This should be completed within 12 months of the issuance of this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 2, 2020.
39.9	The SFPD must establish clear life-cycle management policies and procedures for enterprise application maintenance, support, and replacement strategies for sustaining improved data collection, analysis, and dissemination technologies. This should be completed within 12 months of the issuance of this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 2, 2020.
40.1	As part of the Strategic Plan (recommendation 39.1), the SFPD should develop a strategic community policing plan that identifies goals, objectives, and measurable outcomes for all units.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 27, 2020.
40.3	As part of its plan, the SFPD should consider the role of the beat and its place within its priorities. Prioritizing beat-aligned policing would require some realignment of dispatch priorities and directed patrol.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 19, 2020.



Rec. Number	Recommendation Language	Notes
40.4	The SFPD should evaluate whether implementation of foot patrol and bicycle patrol would bridge the trust gap and effectively solve crime problems in San Francisco’s communities.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 10, 2021.
40.5	The SFPD should develop specific measurable goals for community policing engagement within six months of the issuance of this report and ensure these measurements are incorporated into the department’s CompStat processes.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 21, 2020.
40.7	The SFPD should develop strategic partnerships on key community issues such as homelessness and organizational transparency to work in a collaborative environment to problem solve and develop co-produced plans to address the issues.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 12, 2020.
40.8	The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 27, 2021.
41.2	The SFPD should work with the Police Commission to draft a new community policing order that reflects the priorities, goals, and actions of the department.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.
42.1	The SFPD should continue to grant district captains the authority to serve the diverse populations represented in their districts within the tenets of community policing. However, the department needs to provide structure and support to these initiatives in accordance with the proposed strategic community policing plan.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 27, 2021.



Rec. Number	Recommendation Language	Notes
42.2	The SFPD should create an overall structure to manage the department’s approach to community policing driven by a committee of senior leaders and district captains.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 1, 2021.
42.3	The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 21, 2021; however, they note that the future, sustained success of this framework requires further details. Specifically, SFPD needs to further develop its plan on how recognized district station captains can engage in peer-to-peer training beyond presenting at District Stations Captains monthly meetings.
42.4	The SFPD should provide information technology support to districts to help develop newsletters that are easily populated and more professional in appearance. Creating a uniform newsletter architecture and consistent format that allows for easy data and content uploading would create efficiencies and help develop a greater sense of community.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 12, 2020.



Rec. Number	Recommendation Language	Notes
43.1	The SFPD should continue to actively support the programs aimed at community engagement, including Coffee with a Cop, the San Francisco Police Activities League, San Francisco Safety Awareness for Everyone, and The Garden Project.	The California Department of Justice advised on October 22, 2019 that the SFPD is substantially compliant with this recommendation and recommends that SFPD consider a few improvements. Specifically, CALDOJ recommends that SFPD keep better track of its community liaison officer meetings through a regular calendar invite, a designated person or rotating assignment for a person to take minutes each meeting, and typed minutes for each meeting. Making these improvements will increase accountability for tasks, assignments, and ideas that are generated through these meetings.
43.2	The SFPD should expand its partnership with and further support neighborhood organizations that work to provide art, sports, educational, and leadership development opportunities for young people in the community.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 8, 2020.
43.3	The SFPD should consider reinvigorating its community police academy program to educate the community about the department’s policing practices. The training should range from basic police orientation to ride-alongs with district police officers.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 2, 2020.



Rec. Number	Recommendation Language	Notes
43.4	The SFPD needs to reach out to members of activist groups and those groups who are not fully supportive of the department to seek to develop areas of mutual concern and work towards trust building and resolution of shared issues.	The California Department of Justice advised that the SFPD is substantially compliance for this recommendation on July 28, 2021; however, because the process described is in its infancy, SFPD should review the work the CED conducts with historically excluded communities to ensure compliance with Unit Order 21-02.
44.1	The chief of police should give the deputy chief of Professional Standards and Principled Policing Bureau the responsibility of advancing community policing throughout the entire department and the communities of San Francisco.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 17, 2021.
44.2	The chief of police should empower the deputy chief of the Professional Standards and Principled Policing Bureau to create a strategy and plan to implement, with urgency, the Final Report of the President’s Task Force on 21st Century Task Force recommendations contained in Pillar Four and the recommendations in the CRI-TA assessment.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 27, 2020.
44.3	The SFPD should adequately resource the Professional Standards and Principled Policing Bureau to reflect the diversity of the community it serves and the officers of the SFPD in order to effectively coordinate community policing efforts throughout the city.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 17, 2021.
44.4	The SFPD, through the Principled Policing and Professional Standards Bureau, should engage and support all units by facilitating quarterly meetings among supervisors and managers to discuss cross-organizational goals and community policing plans and outcomes. These meetings should be supported by routine electronic engagement through a shared platform for sharing information.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 23, 2021.



Rec. Number	Recommendation Language	Notes
45.1	The SFPD should expand community policing programs throughout the entire agency and ensure each unit has a written strategic plan embracing community policing and measurable goals and progress, regardless of the unit's specialty.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 23, 2021; however, as DGO 1.08 was recently published at the time of adjudication, SFPD should review its rollout of the new processes during the scheduled year-end review for any improvements.
45.2	SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 17, 2021.
45.3	The SFPD should consider mandating annual community policing training to the entire agency.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 17, 2021.
46.1	The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstating Form 509 or other such instruments to allow for consistency in data collection and reporting.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 23, 2021; however, CALDOJ recommends that SFPD advertise its community survey webpage to increase the number of responses.
46.2	The SFPD should regularly assess existing community engagement programs to ensure effectiveness in a framework predicated upon sound measurement practices. Assessments should include input from participants and trusted community partners.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 23, 2021; however, CALDOJ recommends that SFPD advertise its community survey webpage to increase the number of responses.



Rec. Number	Recommendation Language	Notes
46.3	The SFPD should establish formal mechanisms to measure and support information sharing and the development of shared good practice among SFPD members, particularly district captains.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 23, 2021; however, as DGO 1.08 was recently published at the time of adjudication, SFPD should review the work of the committees established in DGO 1.08 to ensure they fulfill their responsibilities.
46.4	The SFPD should create a feedback mechanism for community engagement events to determine efficacy, replicability, and depth of relationship with community partners. A community survey could be one feedback mechanism.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 17, 2021.
46.5	The SFPD should publish and post any community survey results.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation February 17, 2021; however, the Department of Justice recommends that SFPD re-publicize the availability of the surveys when normal community engagement events and programs resume, including on social media.



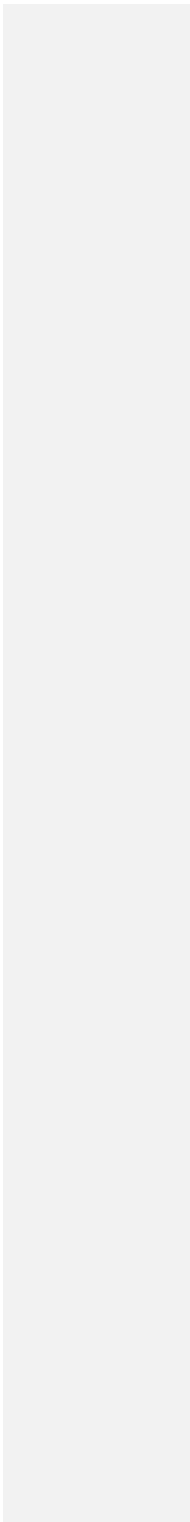
**47.1**

The department should conduct periodic surveys to measure whether the SFPD is providing fair and impartial treatment to all residents and to identify gaps in service (see recommendation 46.5).

The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on June 21, 2021; however, while SFPD is substantially compliant with this recommendation, the California Department of Justice has previously recommended that the survey be modified.

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





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

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



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



Rec. Number	Recommendation Language	Notes
47.3	The role of the Director of Community Engagement should be aligned with organizational communication and outreach to enhance overall messaging and community awareness of the SFPD's community policing initiatives and ongoing programs.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 16, 2021.
49.1	The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 7, 2021.
49.2	Consideration should be given to using Field Training Officers to help develop and deliver training in the field regarding key community policing concepts as a way to augment and expand the training currently provided at the Training Academy.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 8, 2021.
49.3	The SFPD's training needs to expand beyond traditional community policing and include the foundation and concepts of procedural justice as related concepts.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 1, 2021.
50.1	The SFPD should require all agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 19, 2020.
50.2	The SFPD should encourage supervisors and captains to continue conversations on the Final Report of the President's Task Force on 21st Century Policing through roll calls, in-service training, and community meetings.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on November 16, 2020.
51.1	The SFPD should encourage supervisors and captains to continue conversations on the Final Report of the President's Task Force on 21st Century Policing through roll calls, in-service training, and community meetings.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 5, 2021.



Rec. Number	Recommendation Language	Notes
51.2	The SFPD should engage in peer-to-peer training exchanges for exposure to other departments' training curricula to identify areas for potential improvement. Areas of focus should include de-escalation training, use of force training with a focus on the sanctity of life, impartial policing, and procedural justice.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 19, 2021.
52.1	The SFPD should review and strategically align resources to support the Homeless Outreach Teams, which are currently providing service to the homeless community.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 13, 2020.
52.2	The SFPD should engage with the City and County of San Francisco to conduct joint strategic planning with all of its appropriate federal, state, and local partners to clearly define roles, responsibilities, and goals in continuing to address the issue of homelessness and ensure a more consistent and coordinated response to the needs of this growing segment of the city's population.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 12, 2020.
52.3	The SFPD should engage in data collection and analysis to measure the effectiveness of strategies aimed at all community policing issues, particularly its response to the homeless community. The analysis should be part of an ongoing review and publication and reflect the commitment to greater transparency and community engagement.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 10, 2021.
53.1	Performance evaluations should include officers' behaviors and efforts to meet the SFPD's community policing goals of community engagement, positive police-community interaction, and problem resolution. Establishing consistent performance evaluations is covered under recommendation 79.1.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 26, 2021.
54.1	The SFPD should support and recognize proper exercise of power and authority with good community outcomes in addition to traditionally recognized acts of bravery.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 8, 2020.



Rec. Number	Recommendation Language	Notes
54.2	The SFPD should implement department-wide recognition for an officer of the month as one way to begin to advance a culture of guardianship and reward good community policing practices.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 19, 2021; however, as this recommendation was only recently implemented at the time of adjudication, CALDOJ recommends SFPD conduct a brief review after the first yearly award to ensure compliance with the process and make improvements.

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

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

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

Rec. Number	Recommendation Language	Notes
40.6	The SFPD should develop and implement a community policing practices review and development process within 90 days of the issuance of this report so SFPD units can collaborate regarding community policing efforts.	The California Department of Justice provided notice on September 14, 2021 that this recommendation should be designated as “In Progress” and moved to the Phase 3+ category.

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

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



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

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

**Accountability**

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

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

Rec. Number	Recommendation Language	Notes
55.1	The SFPD should expand its current reporting process on complaints, discipline, and officer-involved shootings to identify ways to create better transparency for the community regarding officer misconduct.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 13, 2021.
56.1	The SFPD should work with the OCC and Police Commission to minimize obstacles to transparency as allowed by law to improve communications to complainants and the public regarding investigation status, timeliness, disposition, and outcome.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 14, 2021; however, recommends that SFPD revisit whether it can include additional information in the form letter to the complainant with SFPD’s findings, such as which steps were taken during the investigation (even if generalized).



Rec. Number	Recommendation Language	Notes
56.2	The SFPD should allocate appropriate staff and resources to enhance community outreach initiatives and to incorporate customer service protocols for periodic follow-up and status communications with complainants for the duration of their open cases.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 23, 2020 but suggests in the interest of transparency that the closing letter to complainants provide greater details regarding how complaints were investigated and decided (without providing confidential information).
56.3	The SFPD should work with the OCC to facilitate the same actions and outreach to the community as best suits the independence of the OCC.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 14, 2021.
56.4	The SFPD should ensure that the DPA public complaint informational materials are readily available in the community and in particular prominently displayed in district stations for access by the public. These materials should be designed to educate the public about confidentiality limitations on sharing investigative information to inform residents of the type of feedback they may reasonably expect, and they should be provided in multiple languages.	The California Department of Justice advised on October 10, 2019 that the SFPD is substantially compliant with this recommendation and recommends that SFPD post DPA's brochure about the complaint process -- or similar information explaining the complaint process -- on its website.
56.5	The SFPD should work with the OCC and the Police Commission to conduct community workshops on the complaint process and the roles and responsibilities of each agency relative to the overall process within nine months of the issuance of this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 14, 2021.
56.6	The SFPD should encourage the OCC and IAD to identify obstacles that interfere with optimal complaints investigations and accountability, with a goal of implementing changes to better support their intended missions.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 14, 2021.



Rec. Number	Recommendation Language	Notes
57.1	The SFPD needs to update its policies and educate personnel to appropriately recognize the importance of the first interaction between police personnel and members of the public who have complaints against the police.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on November 16, 2020.
57.2	The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.	The California Department of Justice advised that the SFPD is substantially compliant with this recommendation on October 10, 2019.
57.3	The SFPD should ensure that all personnel are trained and educated on the public complaint process and the location for the appropriate forms.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 5, 2021.
57.4	The SFPD should develop “next steps” and “know your rights” handouts for complainants who file complaints at department facilities.	The California Department of Justice advised on October 10, 2019, that the SFPD is substantially compliant with this recommendation, and recommends that SFPD post DPA’s brochure about the complaint process -- or similar information explaining the complaint process -- on its website.
58.1	The SFPD should establish a record system for ensuring that complaints received at a district station are forwarded properly and in a timely matter to the OCC. E-mail and fax should be considered for ensuring delivery and creating a record.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 21, 2021.
59.1	Members, including investigators, of the IA Administrative Unit and IA Criminal Investigations Unit should meet regularly to discuss processes, practices, and the flow of assigned cases to ensure that administrative violations are timely and properly addressed.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on November 16, 2020.





Rec. Number	Recommendation Language	Notes
60.1	The SFPD and OCC should jointly develop a case tracking system with sufficient security protections to assure independence that would identify each open investigation, where it is assigned, and the date the case expires for the purposes of compliance with California Government Code Section 3304(d)1, which requires the completion of an administrative investigation into misconduct within one year of the agency discovery.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 17, 2020.
60.2	The SFPD and OCC should establish an investigative protocol within 120 days of the issuance of this report that allocates specific time parameters for accomplishing investigative responsibilities and transfer of cases if criminal allegations are made against SFPD officers.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 11, 2020.
60.3	Supervisors should be held accountable for ensuring timely transfer of cases to SFPD Internal Affairs Administrative Investigations from SFPD Internal Affairs Criminal investigations when appropriate.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 17, 2020.
61.1	The SFPD should develop a Standard Operating Procedures Manual detailing the scope of responsibility for all functions within the IAD. Standard operating procedures should provide guidance and advice on conflict reduction, whether internal or external to the SFPD.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 17, 2020.
61.2	The SFPD must establish clear responsibilities and timelines for the progression of administrative investigations, and supervisors should be held to account for ensuring compliance.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 17, 2020.
62.1	The SFPD needs to establish standard operating procedures for maintaining file separation and containment of criminal investigations. This is critical to ensuring that officers' rights are protected and that criminal investigations can be fully investigated.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 17, 2020.



Rec. Number	Recommendation Language	Notes
63.1	The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 21, 2020.
63.2	The SFPD should continue to implement the tenets of procedural justice and ensure training include instruction on the importance of the IAD's functions to the integrity of the department and connection to the community.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 29, 2020; but shares that SFPD should consider ongoing training on IAD and principled policing. That is, SFPD should consider an annual certification on this particular issue/training as a way to consistently reinforce SFPD's commitment to accountability and principled policing.
63.3	SFPD leadership should demonstrate its support of the IAD's role and responsibility within the department and provide recognition and support for good investigative practices.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 17, 2020.
64.1	The SFPD should convene a joint review process within 90 days of the issuance of this report, co-chaired by OCC and SFPD senior staff, to evaluate existing complaint and disciplinary processes, policies, and liaison relationships to enhance trust and legitimacy around these issues.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 19, 2021.
64.2	The SFPD should immediately accept OCC's recommendation, as reported in the First Quarter 2016 Sparks' Report, to convene quarterly meetings between OCC staff and SFPD staff.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on November 16, 2020.



Rec. Number	Recommendation Language	Notes
64.3	The SFPD should seek to improve interagency communications and identify ways of improving collaboration on investigative practices to ensure timely conclusion of investigations, shared information on prior complaints and finding of misconduct, and appropriate entry of discipline, designed to improve the overall discipline system that holds officers to account.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 21, 2021.
64.4	The SFPD should work with OCC to develop standards within 120 days of the issuance of this report regarding timeliness of complaint investigations, and consistency of investigative findings and practices to ensure progressive discipline is appropriately recommended.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 19, 2021.
64.5	The SFPD should engage with OCC to ensure that the classification for complaints and their findings are reported consistently between the two agencies to ensure better transparency.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 9, 2020.
65.1	The SFPD should develop a department-internal priority to regularly review and analyze OCC complaint reporting to identify priorities for intervention in terms of workforce culture, training, policy clarification, or leadership development.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 19, 2021.
65.2	The SFPD should raise district captains' awareness of this information by requiring IAD to present a trends analysis report of OCC case activity, emerging issues, and concerns at CompStat meetings every quarter.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 19, 2021.
66.1	The SFPD should meet with OCC on a quarterly basis following the release of the Sparks Report to discuss the recommendations.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 23, 2020.



Rec. Number	Recommendation Language	Notes
66.2	The SFPD should make it mandatory for the Professional Standards and Principled Policing Bureau to review the Sparks Report and direct action where appropriate.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 23, 2020.
66.3	The SFPD should provide twice-yearly reports to the Police Commission regarding actions resulting from the Sparks Report, including whether the OCC recommendation is supported and a timeline for implementation or correction to existing practice and policy.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 23, 2020.



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



Rec. Number	Recommendation Language	Notes
68.2	Supervisors and officers who fail to properly collect and enter information must be held accountable through discipline. Absent proper collection of data, little to no analysis can occur.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 14, 2021.
68.3	The SFPD should increase transparency by collecting and providing data, policies, and procedures to the public in multiple languages relevant to the local community through official SFPD website and municipal open data portals.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 13, 2021.
69.1	SFPD leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. The Police Commission, DPA, IAD and POA leadership should be partners in this process.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 3, 2021.



Rec. Number	Recommendation Language	Notes
70.1	The SFPD should work with the Police Commission to develop a nimble process for reviewing and approving existing and new Department General Orders that supports policing operations with codified, transparent policies.	The California Department of Justice advised on October 22, 2019 that the SFPD is substantially compliant for this recommendation at present. However, in order to remain in substantial compliance, CALDOJ recommends that SFPD find a mechanism to keep better track of the dates, tasks, and appropriate personnel for revising or amending existing DGOs. The DGO Matrix Schedule submitted by SFPD does not include the personnel assigned to lead the revision/amendment of several DGOs that are described as “in progress.” Nor are there status updates every 60 days for several “in-progress” DGOs. A more robust, or regularly used Matrix Schedule, will enable SFPD to keep better track of assignments and deliverables.
70.2	The SFPD should commit to updating all Department General Orders in alignment with current laws and statutes, community expectations, and national best practices every three years.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 1, 2020, but shares concerns that SMEs have a significant number of DGOs to update and that there may not be sufficient support for SMEs as they work to update those DGOs. CALDOJ will continue to monitor SFPD’s processes on updating DGOs.



Rec. Number	Recommendation Language	Notes
70.3	Prior to promulgation of policies and procedures, the SFPD should ensure that comments are sought from members and units most affected by any practice, policy, or procedure during the initial stages of development.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 5, 2021.
70.4	Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 5, 2021.
71.1	The SFPD needs to work with the Police Commission to create a process to make timely and necessary updates to key policies.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 28, 2020.
71.2	The SFPD should develop a general order review matrix predicated upon area of risk, operational need, and public concern to allow for timely update and review of prioritized orders.	The California Department of Justice advised on October 23, 2019 that the SFPD is substantially compliant for this recommendation and recommends that SFPD find a mechanism to keep better track of the dates, tasks, and appropriate personnel for revising/amending existing DGOs. The DGO Matrix Schedule does not include the personnel assigned to lead the revision/amendment of several DGOs that are described as “in progress.” Nor are there status updates every 60 days for several “in-progress” DGOs. A more robust, or regularly used Matrix Schedule, will enable SFPD to keep better track of assignments and deliverables.





Rec. Number	Recommendation Language	Notes
72.1	The SFPD should present all Department Bulletins that substantively change or countermand a Department General Order to the Police Commission before implementation and publish them on their website after approval is received.	The California Department of Justice advised that the SFPD is substantially compliant with this recommendation on October 23, 2019.
72.2	All Department Class A Bulletins and any Department Bulletin that modifies an existing Department General Order should be posted on the SFPD's website.	The California Department of Justice advised on October 22, 2019, that the SFPD is substantially compliant for this recommendation, and recommends SFPD consider noting on its website that, pursuant to newly amended DGO 3.01, Department Bulletins expire after two years, so the public does not have the mistaken impression that all posted Department Bulletins are the current policy of SFPD. CALDOJ further recommends that SFPD consider periodically removing expired Department Bulletins from its website or updating its website to indicate when a posted Department Bulletins has expired.



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



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



Rec. Number	Recommendation Language	Notes
75.2	The Written Directives Unit should be tasked to work with subject matter experts from OCC and the Police Commission to ensure policies are adopted in a timely manner and appropriately updated.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 29, 2020.
75.3	The Written Directives Unit should be sufficiently staffed with personnel and resources to enable the unit to function as the project managers for Department General Orders at the direction of the Police Commission.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 9, 2020; however, to remain in substantial compliance SFPD will need to ensure that it will continue to follow the timelines set forth in the recently published Unit Order.
76.1	Department General Orders and Department Bulletins should be stored in a searchable digital central repository for ease of access by officers and for administrative purposes.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 9, 2020.
76.2	The SFPD should provide department members access to an online electronic system for Department General Orders and Department Bulletins to provide timely updates, cross-referencing, and reporting and monitoring capabilities for managers.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 9, 2020.
77.1	The SFPD should prioritize auditing as a means to ensure organizational accountability and risk management and develop mechanisms to support such practices.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 9, 2021.



Rec. Number	Recommendation Language	Notes
77.2	The SFPD should develop an auditing plan and schedule for both routine and risk audits within 90 days of issuance of this report. Staffing, resources, and training need to be allocated to the process to ensure an active and robust auditing schedule.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 3, 2020; however noted that SFPD should ensure that it adequately staffs SIU to meet SFPD’s auditing goals.
78.1	The SFPD should consider partnering with local academic institutions to evaluate its reform program, particularly as it seeks to implement the recommendations in this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 29, 2020.
80.1	The SFPD should create a policy governing the reporting of criminal activity and administrative misconduct uncovered during any type of covert operation. Such policies will prepare the department for complex legal situations with multijurisdictional responsibilities for either criminal or administrative investigations into officer misconduct.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.
80.2	Clear communication protocols, responsibilities, and roles need to be established among the key partners responsible for investigations into criminal conduct and address administrative misconduct by officers.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.
80.3	The SFPD should develop clear and defined policies and protocols to address reporting and confidentiality requirements for officers investigating criminal activity and administrative misconduct of other police officers uncovered during any type of investigation.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.

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

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



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

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

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

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

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

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

**Recruitment, Hiring and Personnel Practices**

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

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

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



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



Rec. Number	Recommendation Language	Notes
81.3	<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>	<p>The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.</p>
82.1	<p>The SFPD should develop an active social media and website presence to entice qualified candidates and keep them engaged throughout the application process.</p>	<p>The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 11, 2021.</p>
82.2	<p>The SFPD should consider creating information boards and “applicant only” websites and providing ongoing updates and department information to applicants during the hiring process.</p>	<p>The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 11, 2021.</p>
83.1	<p>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.</p>	<p>The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 11, 2021.</p>





Rec. Number	Recommendation Language	Notes
83.2	The SFPD should continuously evaluate the PAT process to ensure no unintended impact for any of the diverse candidates it seeks to hire.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 11, 2021.
84.1	The SFPD should reorganize its recruitment and hiring practices under one bureau to provide cohesion and ensure resources are strategically used toward recruiting and hiring goals.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 3, 2020.
84.2	The SFPD should establish a recruiting and hiring committee to continuously improve and streamline processes for applicants. The process should be as user-friendly as possible.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 9, 2021.
85.1	The SFPD should continue supporting and overseeing this initiative and ensure the Recruitment Unit continues to implement best practices for recruitment, training and outreach to improve diversity and cultural and linguistic responsiveness of the SFPD.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 10, 2021.
85.2	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 5, 2021.
85.3	The SFPD should expand its community partnerships and outreach to create a community ambassador program to identify and train community leaders to aid in the SFPD's recruitment process.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 5, 2021.
85.4	The SFPD should explore approaches to measure or validate the effectiveness of their recruitment outreach and events. The SFPD could do a community satisfaction survey or conduct GIS analysis to see whether all communities have access to these events.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 5, 2021.



Rec. Number	Recommendation Language	Notes
86.1	The SFPD should staff the Background Investigation Unit with full-time investigative personnel who have the required training and requisite experience and who are invested in the area of investigations.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 12, 2021.
86.2	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 12, 2021.
87.1	The Background Investigation Unit should continue the process of developing and implementing performance measures to evaluate the unit's investigators in terms of outcomes such as length of investigations, timeliness of investigations, numbers of contacts with the applicant, consistency of investigative approach, and hiring recommendations.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 8, 2021.
87.2	The SFPD should evaluate the overall background investigation process including the demographics of candidates interviewed and progressed for hiring decisions.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on April 8, 2021.
88.1	The SFPD should conduct ongoing review and analysis of release rates and their impact on diversity and identify mitigation measures to support the success of diverse candidates.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 11, 2021.
88.2	The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on March 15, 2021.



Rec. Number	Recommendation Language	Notes
88.3	The SFPD should evaluate whether orientation for recruits has positively impacted disproportionate termination rates related to Emergency Vehicle Operations Training failure. If not, the SFPD should identify other strategies to assist recruit	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 11, 2021.
88.4	The SFPD should continually audit and review each phase of the hiring process to ensure there are no unintended consequences that limit the advancement of its diversity goals.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.
89.1	As part of the Strategic Plan (recommendation 39.1), the SFPD should develop a comprehensive diversity strategic plan that articulates the department's vision and commitment to organization-wide diversity initiatives including recruiting, hiring, and retaining a diverse and high-performing workforce. For this recommendation, the diversity strategic plan should <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>	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 10, 2021.
90.1	The SFPD should regularly and systematically capture and report the demographic composition of its supervisory, management, and senior leadership ranks to establish an ongoing mechanism to conduct comparative analyses against the overall workforce composition.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on January 11, 2021.



Rec. Number	Recommendation Language	Notes
90.2	The SFPD should commit to ensuring transparency and diversity in key assignments predicated on advancing and developing a talented and diverse pool of leaders.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 10, 2021.
91.1	The SFPD should increase the level of transparency of the promotion process and should clearly outline the qualifications required to advance for promotion.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.
91.2	The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021.
91.3	The SFPD should ensure that there is diversity on the panel that oversees promotions and should consider adding community members or outside observers (or both) to the panel.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 5, 2021; however recommends that SFPD should revisit the suggestion of adding community members or outside observers to the panel at a later point.
92.1	The SFPD should require the Final Report of the President’s Task Force on 21st Century Policing as reading for all promotions.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 10, 2020.
92.2	The SFPD needs to require this assessment report as reading for all promotions.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 11, 2020.



Rec. Number	Recommendation Language	Notes
93.1	The SFPD and the Police Employee Groups should look for ways to better institutionalize and incorporate their input into department operations where appropriate. Opportunities may include using members of the PEGs to <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>	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on August 12, 2021.
94.1	The SFPD should identify its data needs for personnel and human resource analysis, including organizational diversity, succession and forecasting, training records, and separation data. The collection of data should allow the agency to conduct a barrier analysis.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 28, 2020.
94.2	The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on May 28, 2020.

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

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

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

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

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

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



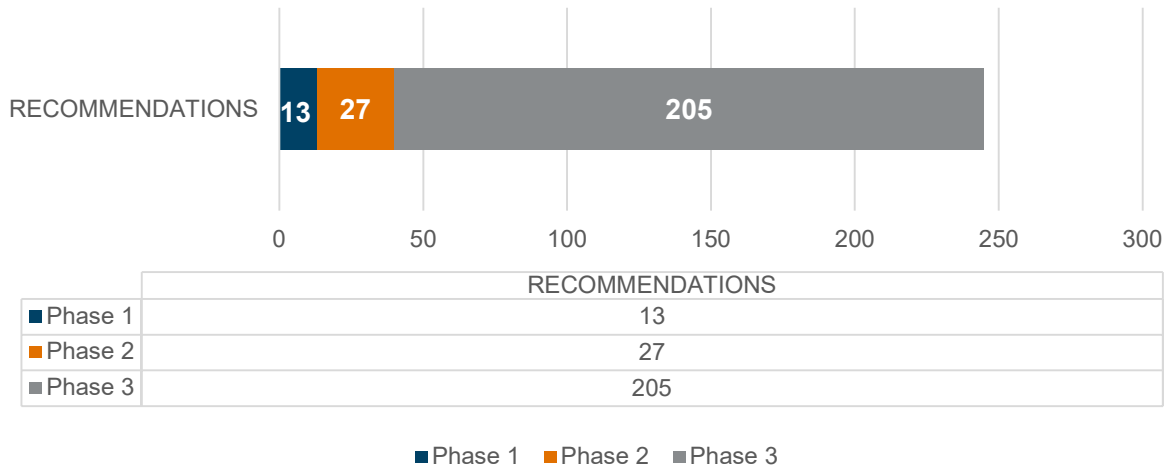
**Appendix B Table 5.5: Recruitment Recommendations – No Assessment**

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

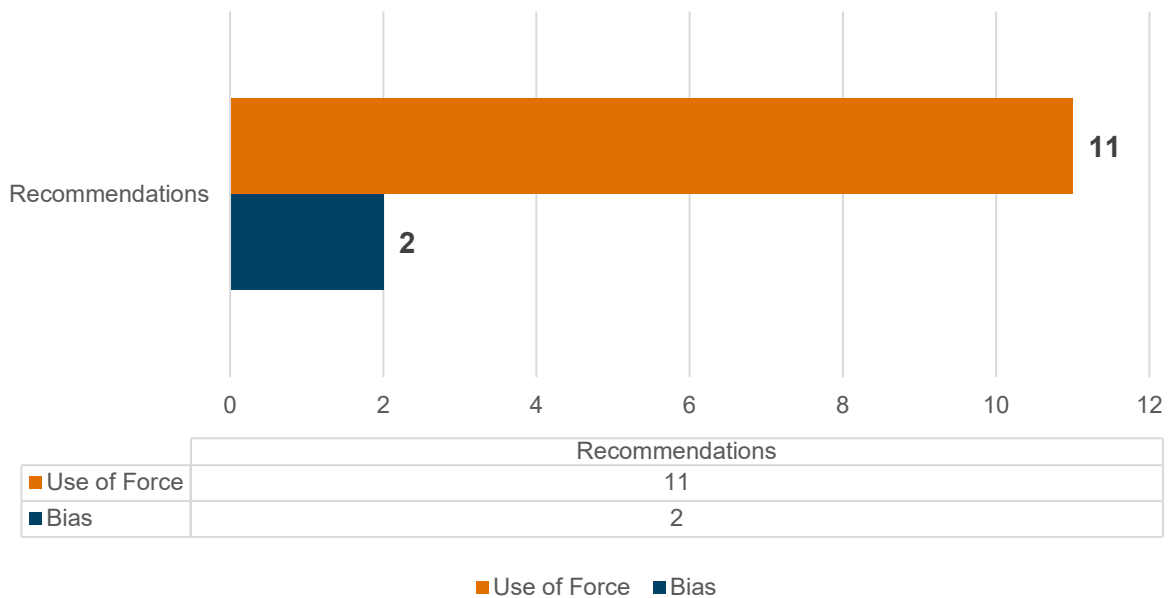


### Appendix C: SFPD Recommendation Compliance by Phase

#### Total Recommendations Completed by Phase

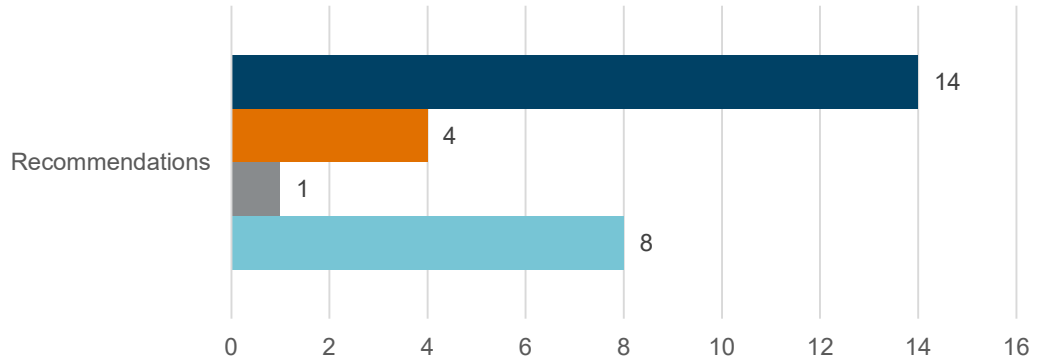


#### Phase 1 - Substantial Compliance





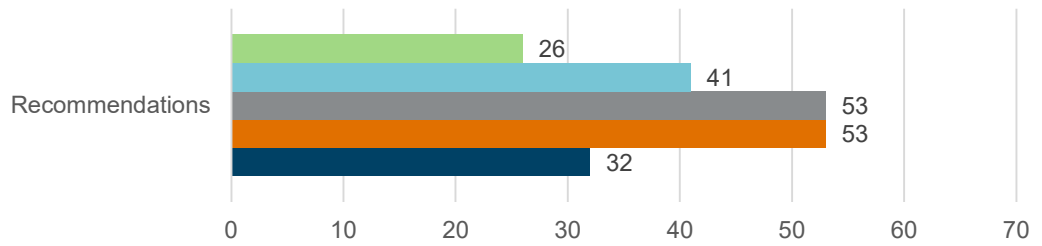
### Phase 2 Substantial Compliance



Recommendations	
■ Use of Force	14
■ Bias	4
■ Community Oriented Policing	1
■ Accountability	8

■ Use of Force   ■ Bias   ■ Community Oriented Policing   ■ Accountability

### Phase 3 - Substantial Compliance



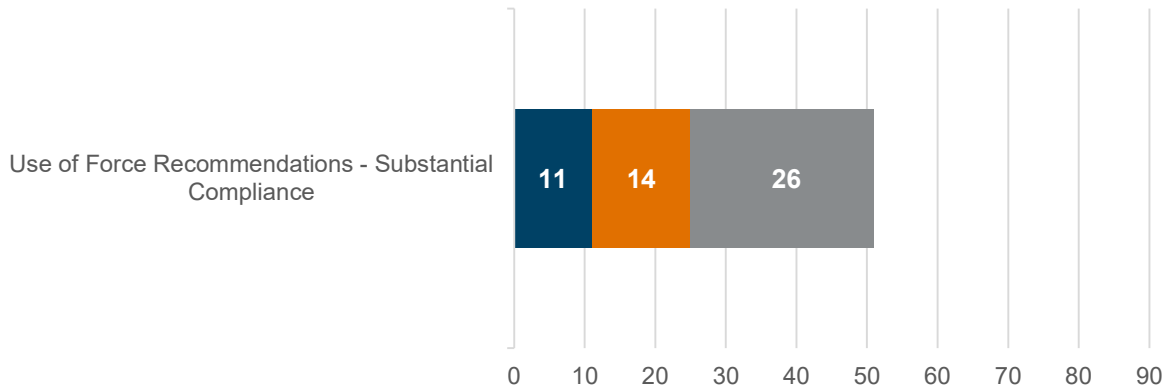
Recommendations	
■ Use of Force	26
■ Bias	41
■ Community Oriented Policing	53
■ Accountability	53
■ Personnel Practices	32

■ Use of Force   ■ Bias   ■ Community Oriented Policing   ■ Accountability   ■ Personnel Practices



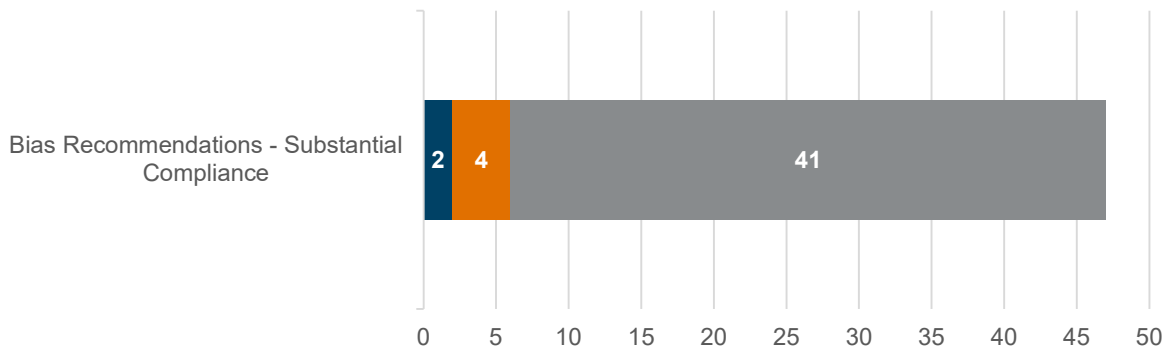


### Use of Force Recommendations - Substantial Compliance



Use of Force Recommendations - Substantial Compliance	
■ Phase 1	11
■ Phase 2	14
■ Phase 3	26

### Bias Recommendations - Substantial Compliance

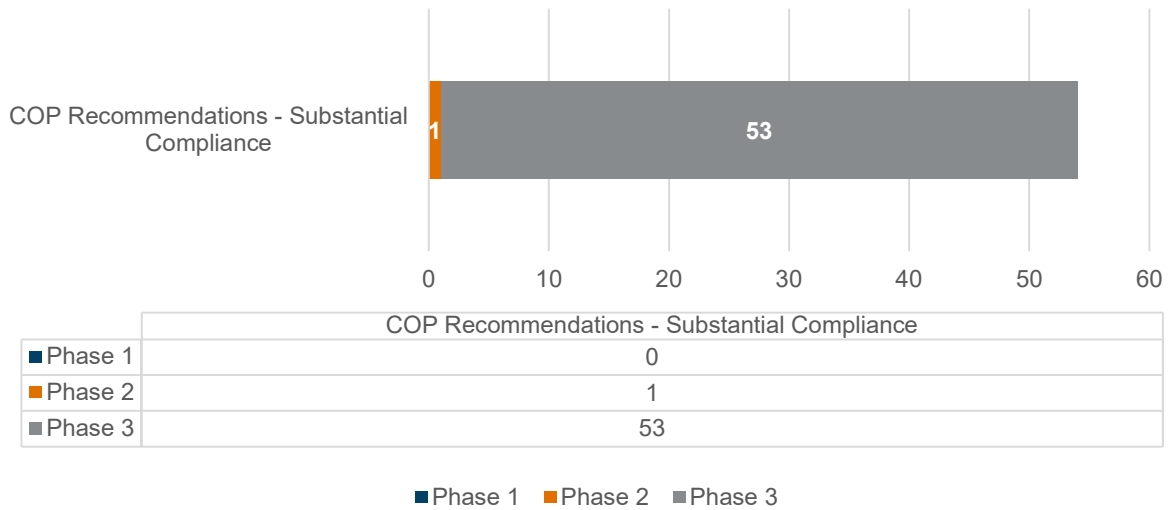


Bias Recommendations - Substantial Compliance	
■ Phase 1	2
■ Phase 2	4
■ Phase 3	41

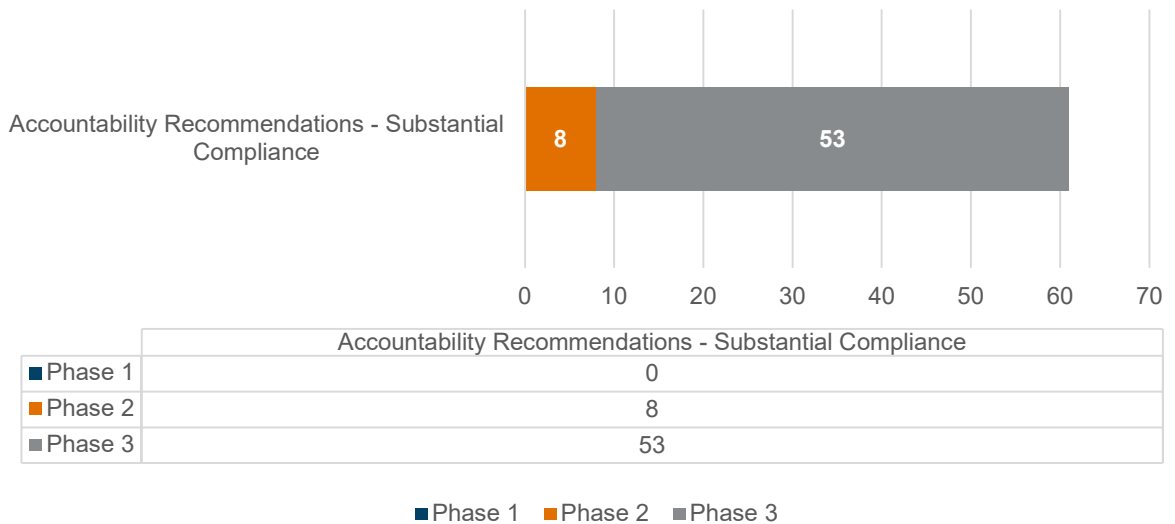
■ Phase 1 ■ Phase 2 ■ Phase 3



### Community Oriented Policing Recommendations - Substantial Compliance

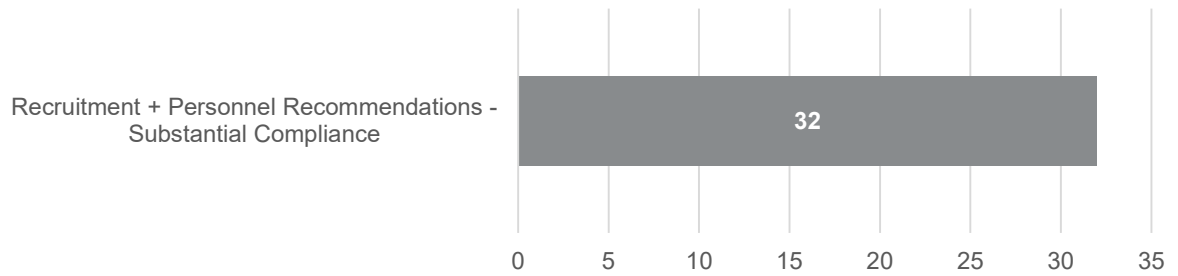


### Accountability Recommendations - Substantial Compliance





### Recruitment + Personnel Practices Recommendations - Substantial Compliance



Recruitment + Personnel Recommendations - Substantial Compliance	
■ Phase 1	0
■ Phase 2	0
■ Phase 3	32

■ Phase 1 ■ Phase 2 ■ Phase 3



**Appendix D: California Department of Justice Substantial Compliance Adjudication  
Decision Notices**



## Appendix E: SFPD Beyond Phase 3 Recommendations

SFPD and the California Department of Justice have identified 28 recommendations that the Department could not implement during the Collaborative Reform Initiative review periods. Identified below by objective areas, SFPD has aligned these by operational concept and an anticipated time frame for when SFPD expects to have measured progress towards the implementation of the compliance measures supporting each recommendation.

**Appendix E Table 1.1 – SFPD’s Self-Evaluation on Use of Force Beyond Phase 3 Recommendations**

Seven of the 58 recommendations under Use of Force fall into the Beyond Phase 3 category.

Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
1.1	<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>	Leadership / Management Culture	<p>Phase 3+ Future</p> <p>Within 12 months</p>
20.1	The SFPD needs to develop reliable electronic in-custody arrest data. It needs to ensure that these arrest data accurately reflect the incident number from the event, and the number should be cross-referenced on both the booking card and the use of force reporting form.	IT / Data Business Processes	<p>Phase 3+ Future</p> <p>3-4 Years; Need RMS (Arrest) Data</p>



Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
20.2	The SFPD needs to audit arrest data and use of force data monthly to ensure proper recording of use of force incidents related to arrest incidents. An audit of these data should occur immediately upon publication of this report and monthly thereafter.	IT / Data Business Processes	Phase 3+ Future  3-4 Years; Need RMS (Arrest) Data
20.3	The SFPD needs to advocate for better coordination with the San Francisco Sheriff's Department to ensure that the recording of SFPD arrest data is accurate and corresponds with SFPD incident report and arrest data.	IT / Data Business Processes	Phase 3+ Future  3-4 Years; Need RMS (Arrest) Data
20.4	The SFPD should identify a research partner to further refine its use of force data collection and to explore the data findings of this report to identify appropriate data for measurement and to determine causal factors.	IT / Data Business Processes	Phase 3+ 1 Year  Within 12 months
21.1	The SFPD should continue to collect and analyze use of force data to identify patterns and trends over time consistent with recommendations in finding 20.	IT / Data Business Processes	Phase 3+ 1 Year  Approx. 2 Years – UOF Data Analysis, SFPD wants technical guidance from partners



Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
22.1	The SFPD needs to improve data collection on use of force so that further analysis can be conducted to better understand this finding.	IT / Data Business Processes	Phase 3+ Future  Within 18 months: More detailed audit / review (of demographics of officer and subject and whether severity is linked) after a year of data collection on UOF

**Appendix E Table 1.2 – SFPD’s Self-Evaluation on Bias Beyond Phase 3 Recommendations**

Seven of the 54 recommendations under Bias fall into the Beyond Phase 3 category.

Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
26.1	The Chief’s Advisory Forum should be re-invigorated and allow for diverse communities to have meaningful input into bias training, policies, and the SFPD’s other anti-bias programming. The chief should ensure that marginalized communities are given a meaningful opportunity to be a part of the Advisory Forum.		
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 <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> </ul>		



Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
	<ul style="list-style-type: none"> <li>• identify intervention mechanisms beyond discipline to deal with potentially biased behaviors.</li> </ul>		
28.4	The SFPD needs to engage in early identification of and intervention in behaviors that are indicative of bias through direct supervision, data review, and observation of officer activity.		
28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.		
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.		
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.		
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.		

**Appendix E Table 1.3 – SFPD’s Self-Evaluation on Community Oriented Policing Beyond Phase 3 Recommendations**

Six of the 60 recommendations under Community Oriented Policing fall into the Beyond Phase 3 category.





Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
39.1	<p>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.</p>	Community Policing	<p>Phase 3+ 1 Year</p> <p>Within 18 Months – Strategic Planning underway with Accenture</p>
40.2	<p>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:</p> <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>	Doctrine / Policy Development	Approx. 2 Years - FULL Strategic Plan. SFPD wants technical guidance from partners



Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
40.6	The SFPD should develop and implement a community policing practices review and development process within 90 days of the issuance of this report so SFPD units can collaborative regarding community policing efforts.		
41.1	The SFPD should work with the newly convened Strategic Planning Steering Committee (recommendation 40.2) to draft a new community policing and problem solving manual for SFPD members within 12 months of the issuance of this report.	Community Policing	Phase 3+ Future  Approx. 2 Years – Community Policing and Problem Solving Manual. SFPD requests technical guidance from partner.
48.1	The chief's community forum groups—African American, Arab American, Asian Pacific Islander, Business, Hispanic, Interfaith, LGBT, Young Adults, Youth, and Youth Providers—need to be re-established and structured to engage in problem solving and action regarding issues affecting the groups they represent.		Within 12 months
48.2	The department needs to develop an annual reporting and measurement process of the issues raised at the forum and the progress made by the group in resolving them.	IT / Data Business Processes	Phase 3+ 1 Year  Within 18 months – Chief's Advisory Forum Meetings

**Appendix E Table 1.4 – SFPD’s Self-Evaluation on Accountability Beyond Phase 3 Recommendations**

Seven of the 68 recommendations under Accountability fall into the Beyond Phase 3 category.



Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
55.2	Consistent with the current practice on Early Intervention System data, the SFPD should develop and report aggregate data regarding complaints against Department members, their outcome, and trends in complaints and misconduct for both internal and external publication.		Within 12 months
68.1	As part of its technological capacity improvement strategy, the SFPD should develop a plan to advance its capacity to digest information it currently possesses in a consistent, easily accessible format such as a template containing key data points including officer performance indicators and crime indicators that could provide management with real-time information to inform their practice.	IT / Data Business Processes	Within 18 months. Performance evaluation and metrics, more stakeholder engagement. (DHR, PEG, CMSN, etc.)
69.2	The SFPD should task a committee to review internal discipline on a quarterly basis to assure the fairness and impartiality of the process overall and particularly to ensure that there is not bias in determination and application of discipline. This analysis should be multi-levelled to include aggregate data, trend analysis, and outcome impact on officer demographics including prior discipline and adherence to the discipline matrix.		Phase 3+ Future  Within 12 months
69.3	The SFPD should report annually to the Police Commission the analysis of discipline including officer demographics and prior discipline histories.		Within 12 months
79.1	The SFPD should adopt a policy and implement the practice of completing regular performance evaluations of all department employees tailored to goals and objectives, job functions, and desired behavior and performance indicators.	Doctrine / Policy Development	Phase 3+ Future  Within 18 months – Performance evaluation and metrics, more stakeholder engagement (DHR, PEG, CMSN, etc.)



Rec. Number	Recommendation Language	SFPD Phase 3+ Concept	SFPD Time Phase
79.2	SFPD leadership needs to create a system to ensure that all personnel are being evaluated at least twice a year.	Doctrine / Policy Development	Phase 3+ Future  Within 18 months – Performance evaluation and metrics, more stakeholder engagement (DHR, PEG, CMSN, etc.)
79.3	The SFPD should use performance evaluations as an evaluation factor in promotions.	Doctrine / Policy Development	Phase 3+ Future  Within 18 months – Performance evaluation and metrics, more stakeholder engagement (DHR, PEG, CMSN, etc.)



## Appendix F: Compliance Measures Implementation Progress

All of a recommendation's compliance measures are evaluated against the status designations identified in **Exhibit 1**. Please see the below tables for details on compliance measure implementation by SFPD, broken out by objective and recommendation number.



**CHAPTER 2 - USE OF FORCE**

Finding #	1	The majority of deadly use of force incidents by SFPD involved persons of color.	Compliance Measures	Status
Rec #	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>	1 Commit to reviewing and understanding the reasons for the disparate use of deadly force.	Not Yet Submitted to Hillard Heintze
			2 Partner with research institution to evaluate the circumstances that give rise to deadly force, particularly those circumstances involving persons of color.	Not Yet Submitted to Hillard Heintze
			3 Establish regular and continuous relationships with the goal of enhancing those relationships in communities most impacted by deadly officer-involved shootings.	Not Yet Submitted to Hillard Heintze
			4 Monitor calls for service and community complaints to ensure appropriate police interaction occurs as a matter of routine police engagement.	Not Yet Submitted to Hillard Heintze
			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	Not Yet Submitted to Hillard Heintze



			force with a goal of minimizing the level of force.	
			6 Continual review/improvement loop to assess goal outcomes.	Not Yet Submitted to Hillard Heintze

Finding #	2	The SFPD has closed only one deadly use of force incident investigation for the time frame 2013 to 2015.	Compliance Measures	Status
Rec #	2.1	The SFPD must work with the City and County of San Francisco to develop a process that provides for timely, transparent, and factual outcomes for officer-involved shooting incidents.	1 Work with the City and County of San Francisco to develop a process.	Yes
			2 Timely, transparent and factual outcomes for OIS investigation.	Yes
			3 Continual review/improvement loop to verify.	Yes

Finding #	3	The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.	Compliance Measures	Status
Rec #	3.1	The Police Commission, SFPD leadership, and elected officials should work quickly and proactively to ensure that the department is ready to issue these use of force policies and procedures to all department employees immediately following the collective bargaining meet-and-confer process. The process should not be drawn out, because the goal should be immediate implementation once it has been completed.	1 Work quickly and proactively on issuance of use of force policies and procedures.	Yes
			2 Issue use of force policies and procedures to all department employees immediately after meet-and-confer process.	Yes



			3	Immediate implementation of use of force policies and procedures following issuance.	Yes
Rec #	3.2	The SFPD should work with the Police Commission to obtain input from the stakeholder groups and conduct an after-action review of the meet-and-confer process to identify ways to improve input and expedite the process in the future for other policy development.	1	Work with the Police Commission.	Yes
			2	Obtain input from all relevant stakeholder groups.	Yes
			3	Conduct an after-action review of the meet-and-confer process.	Yes
			4	Identify ways to improve input and expedite the process in the future for other policy development and implementation.	Yes

Finding #	4	The Use of Force Log captures insufficient information about use of force incidents.	Compliance Measures	Status	
Rec #	4.1	The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.	1	Create an electronic use of force reporting system that is informed by contemporary policing best practices.	Yes
			2	Capture use of force data in real time, as practical.	Yes
Rec #	4.2	In developing an electronic reporting system, the SFPD must review current practice regarding reporting use of force, including reporting on level of resistance by the individual, level and escalation of control tactics used by the	1	Review and align current practice regarding reporting use of force in light of contemporary policing best practices.	Yes





		officer, and sequencing of the individual's resistance and control by the officer.	2	Review and align current practice on reporting level of resistance by the individual in light of contemporary policing best practices.	Yes
			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.	Yes
			4	Review and align current practice on reporting level of force used in response to resistance, in light of contemporary policing best practice	Yes
			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.	Yes
			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	Yes
<b>Rec #</b>	4.3	In the interim, the SFPD should implement the use of force report that is under development within the Early Intervention System Unit and require that it be completed for every use of force incident. The assessment team identified this report to be a good start to a robust reporting system for	1	Implement EIS unit use of force report.	Yes
			2	Require completion of use of force form for every use of force incident.	Yes



		use of force incidents in the SFPD. The SFPD should eliminate the Use of Force Log (SFPD 128 (Rev. 03/16)).	3	Eliminate the Use of Force Log [SFPD 128 (Rev. 03/16)].	No* <sup>20</sup>
			4	Periodic audits until automated reporting system is fully operational.	Yes
			5	Eliminate use of EIS report with the introduction of the electronic form.	No <sup>21</sup>
Rec #	4.4	To facilitate the implementation of recommendation 4.3, a training bulletin describing the form, its purpose, and how to accurately complete it should accompany the form introduction. The bulletin should be implemented within 90 days of the issuance of this report.	1	Issue a training bulletin describing the use of force reporting form and its purpose.	Yes
			2	Instructions for accurate form completion included when form is issued.	Yes
			3	Training bulletin issued within 90 days of 10/12/16. (January 12, 2017).	Yes
Rec #	4.5	The SFPD should continue the manual entry of use of force data until the electronic use of force report is operational. To ensure consistency and accuracy in the data, this entry should be conducted in a single unit rather than in multiple units.	1	Continue manual entry of use of force data until electronic use of force report is operational.	Yes
			2	Use of force data entered by a single unit.	Yes
			3	Ensure consistency and accuracy in the data.	Yes

<sup>20</sup> At the time of the initial submission of this recommendation, SFPD was still using a paper system. It has since been automated. That is why two compliance measures are listed as “no.”

<sup>21</sup> See Footnote #1.



Rec #	4.6	The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.	1	Audit use of force data on a quarterly basis.	Yes
			2	Hold supervisors accountable for ongoing deficiencies with data accuracy and reporting of data.	Yes
			3	Evidence of remedial action if deficiencies are found.	Yes
Rec #	4.7	The SFPD should assign the Training and Education Division to synthesize the issues emerging from the use of force reports and create announcements for roll call on emerging trends. The announcements can include scenarios from incidents that were troubling or complicated in some way and encourage officers to discuss with one another in advance how they would communicate and approach such situations.	1	SFPD Training and Education Division report and analysis (synthesis) of the issues emerging from the quarterly use of force reports.	Yes
			2	Evidence of roll-call/line-up announcements on emerging use of force trends resulting from analysis.	Yes
			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.	Yes
			4	Continual review/improvement loop to advance knowledge and information.	Yes



Finding #	5	The SFPD does not consistently document the types of force used by officers.	Compliance Measures	Status	
Rec #	5.1	The SFPD needs to develop and train to a consistent reporting policy for use of force.	1	Develop a policy that provides consistent use of force reporting.	Yes
			2	Ensure training is consistent with the use of force reporting policy.	Yes
			3	Audit to ensure consistent reporting of use of force incidents.	Yes
			4	Evidence of remedial measures (training, discipline etc.) if deficiencies are found.	Yes
Rec #	5.2	The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.	1	Process established for ensuring supervisors and officers properly document use of force incidents.	Yes
			2	Accountability for not properly documenting use of force incidents.	Yes
			3	Evidence of remedial action if deficiencies are found.	Yes
Finding #	6	The SFPD has not developed comprehensive formal training specifically related to use of force practices.	Compliance Measures	Status	
Rec #	6.1	The Training and Education Division should adopt and implement a formal Learning Needs Assessment model that identifies and prioritizes training needs and should	1	Adopt and implement a formal Learning Needs Assessment (LNA) model as it applies to use of force.	Yes



		subsequently design and present them in the most effective and efficient ways possible.	2	Identify and prioritize training needs.	Yes
			3	Design, implement, and present training priorities effectively and efficiently.	Yes
			4	Continual review/improvement loop that relies upon the LNA model.	Yes
<b>Rec #</b>	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>	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.	Yes
			2	Evidence of continual improvement loop e.g. feedback is collected, considered, and adjustments made when warranted).	Yes
<b>Rec #</b>	6.3	SFPD training records should be fully automated and training data easily accessible.	1	Ensure that training records fully automated.	Yes
			2	Ensure that training data easily accessible.	Yes
			3	Periodic audits of training system for accuracy of records.	Yes



Finding #	7	SFPD officers have not been trained on operational field use of the mandated 36" baton.	Compliance Measures	Status	
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. <sup>22</sup>	1	Develop policy on use of 36-inch baton with individuals with edged weapons.	No Assessment – Substantially Compliant
			2	Ensure the policy effectively dictates the proper handling of the baton.	No Assessment – Substantially Compliant
			3	Ensure the policy offers sufficient and appropriate guidance on when to use a one-handed and two-handed approach.	No Assessment – Substantially Compliant
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. <sup>23</sup>	1	Develop effective training on use of the 36-inch baton for edged weapon interactions.	No Assessment – Substantially Compliant
			2	Deploy training to all officers.	No Assessment – Substantially Compliant
			3	Audit to ensure all officers have been trained.	No Assessment – Substantially Compliant
Rec #	7.3	The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in its intended field use.	1	The department prohibited use of the 36-inch baton until all officers were trained in its use.	Yes

<sup>22</sup> The SFPD ceased use of the three foot baton for the issues raised in this recommendation. It was therefore deemed substantially compliant by CADOJ.

<sup>23</sup> See footnote #3.



Finding #	8	SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.	Compliance Measures	Status	
Rec #	8.1	The SFPD should immediately require supervisors to respond to events in which officers use force instruments or cause injury regardless of whether there is a complaint of injury by the individual. This will allow the department greater oversight of its use of force.	1	Immediately require supervisors to respond to events involving officers using instruments of force.	Yes
			2	Immediately require supervisors to respond to incidents involving injury.	Yes
			3	Evidence of continual audit/improvement loop.	Yes
			4	Evidence of supportive and remedial actions if deficiencies are found.	Yes
Rec #	8.2	Supervisors should be held accountable for ensuring accurate and complete entry for all use of force data reporting.	1	Policy holding supervisors accountable for accurate and complete entry of use of force reporting data.	Yes
			2	Evidence of ongoing audit/continual improvement loop.	Yes
			3	Evidence of supportive and remedial actions if deficiencies are found.	Yes
Rec #	8.3	Supervisors should be required to document their actions regarding the investigation of the use of force incident within the incident report. As recommended in this section (recommendation 3.2), a stand-alone use of force report should be developed and, when completed, should contain a	1	Supervisors trained on use of force documentation.	Yes



	section for supervisory actions relative to the incident and signature.	2	Electronic report contains section to memorialize supervisory action and appropriate digital acknowledgement.	Yes
		3	Ongoing audit/continual improvement loop.	Yes
		4	Evidence of supportive and remedial actions if deficiencies are found.	Yes

Finding #	9	The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.	Compliance Measures	Status	
Rec #	9.1	The SFPD should work with the Department of Emergency Management to provide it with primary responsibility for timely notification to all stakeholders on the call-out list used immediately after an officer-involved shooting incident.	1	Work with DEM to establish protocols and practices for call-out notifications.	Yes
			2	Provide DEM primary responsibility for timely OIS notifications to all stakeholders.	Yes
			3	Audit timeliness and consistency of OIS notification to all stakeholders following officer-involved shooting.	Yes
Rec #	9.2	Until the Department of Emergency Management protocol is established, when activating the protocols for notification following an officer-involved shooting incident the Operations Center should notify representatives of IAD, the District Attorney’s Office, and OCC with no lag time occurring in any of the notifications. The Operations Center	1	Operations Center is providing notifications to IAD, DAO and DPA without any lag time.	Yes
			2	Timely notification to any responding entity.	Yes





		log for notifications should be included as part of the investigation report case file to accurately and fully depict notifications.	3	Notification log included in the investigative report file.	Yes
			4	Audit investigative case files for log attachment.	Yes
			5	Supervisory review of OIS notifications.	Yes
Rec #	9.3	All notified responders should be required to notify the Department of Emergency Management of the time of their arrival. This will create a comprehensive permanent record of the time of notifications and responses of the units to the scene.	1	Policy requiring all notified OIS responders to notify DEM of time of arrival at scene.	Yes
			2	Permanent record of notifications maintained.	Yes
			3	Evidence of continual review/improvement loop.	Yes
			4	Evidence of supportive and remedial actions if deficiencies are found.	Yes
Rec #	9.4	The SFPD should explore the option for timely electronic notification to all oversight partners.	1	Explore electronic notification.	Yes
			2	If accepted, electronic notification is sent to all partners.	Yes
			3	If not, record of decision.	Yes



Finding #	10	There is a lack of coordination and collaboration for responding to and investigating an officer-involved shooting.	Compliance Measures	Status
Rec. #	10.1	The SFPD should establish a formal protocol to ensure that a representative of the Homicide Detail provides OCC and District Attorney’s Office investigators a timely briefing about the facts of the case and to make arrangements for a formal walk-through or gain investigative access to the incident scene as soon as possible. The highest-ranking officer on the scene should be responsible for ensuring compliance with this recommendation.	1 SFPD establish formal protocol regarding Homicide Detail responsibility to provide OIS briefings.	Yes
			2 Homicide Detail provides timely briefing to DPA and DAO. <sup>24</sup>	N/A
			3 Homicide Detail arrange formal walk-through or access to incident scene as soon as possible.	Yes
			4 SFPD highest-ranking Homicide Detail officer on-scene responsible for ensuring that Homicide Detail is providing timely briefings.	N/A
			5 Supervisory engagement and review.	N/A
			6 Continual review/improvement loop.	Yes
Rec. #	10.2	The SFPD should work with its accountability partners the OCC and the District Attorney’s Office in officer-involved shootings to develop a formal training program in which representatives of the District Attorney’s Office, SFPD	1 Work with DPA and DAO.	Yes
			2 Develop formal training program that includes and is informed by best practices for investigating OIS cases.	Yes

<sup>24</sup> SFPD established a formal memorandum with the San Francisco District Attorney’s Office, recently updated in July 2021, that removed the requirements for SFPD Homicide Unit’s role in briefing. While not assessed, the transfer in investigative authority to an independent party meets the transfer of information requirement and equates to substantial compliance.



		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.	3	Include representatives of the District Attorney’s Office, SFPD Homicide Detail, and the OCC in the formal training program.	Yes
			4	Implemented within 120 days (February 12, 2017).	Yes

Finding #	11	The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.	Compliance Measures		Status
Rec. #	11.1	The SFPD should update the Department General Order 3.10 – Firearm Discharge Review Board to require written evaluation of policy, training, and tactical considerations of discharge incidents, specifically identifying whether the incident was influenced by a failure of policy, training, or tactics and should include recommendations for addressing any issues identified.	1	Update DGO 3.10 to be informed by contemporary policing best practices.	Yes
			2	Require written evaluation of policy, training and tactical considerations.	Yes
			3	Written evaluations include the Identification of influencing factors on the incident (failure of policy, training, or tactics)	Yes
			4	Determine and report recommendations for addressing any identified issues that influenced the discharge.	Yes
			5	Evidence of supportive and remedial action if deficiencies are found.	Yes
			6	Ongoing review and oversight by FDRB.	Yes



Rec. #	11.2	The SFPD should update existing programs and develop training to address policy gaps and lessons learned. The Training and Education Division should work with the FDRB and Homicide Detail to create a presentation to inform department personnel about key issues that contribute to officer discharge incidents and to help mitigate the need for firearm discharge incidents.	1	Coordination amongst the identified groups to ensure the outcomes for this recommendation.	Yes
			2	Ongoing review of discharge incidents.	Yes
			3	Update of existing programs or policies, as needed	Yes
			4	Develop training to address policy gaps and lessons learned when needed.	Yes
			5	Evidence of presentations aimed at informing SFPD members.	Yes
			6	Review to determine impact of training on OIS.	Yes
Rec. #	11.3	The SFPD should update the DGO to ensure that the FDRB is staffed with a Training and Education Division representative as an advisory member to ensure an appropriate focus on development of responsive training protocols.	1	Update the DGO 3.10 to be informed by contemporary policing best practices.	Yes
			2	Staff FDRB with Training and Education Division member in an advisory role.	Yes
			3	Evidence that a continuous review/improvement loop exists and provides training review.	Yes
	11.4	Officer-involved shooting events need to be reviewed in a more timely fashion as they relate to policy, training, and	1	FDRB schedule review of OIS at conclusion of IA investigation.	Yes



		procedures. The FDRB should review incidents at the conclusion of the IAD investigation rather than waiting for the district attorney’s letter of declination for charging of an officer-involved shooting incident, which can take up to two years.	2	FDRB schedule review is held via regular occurrences.	Yes
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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.	Compliance Measures		Rec #
Rec #	12.1	The SFPD should work with the Department of Emergency Management to ensure sound CIT protocols, namely the following: Ensure that dispatchers are notified at the beginning of each shift which units have CIT-trained officers assigned so they are appropriately dispatched to calls for persons with mental health disabilities. Develop protocols to ensure that mental health crisis calls for service are answered by intake personnel at the Department of Emergency Management and the information is appropriately relayed to field personnel.	1	Work with DEM on sound CIT dispatch protocols including seeking and receiving DEM input and assessing best practices.	Yes
			2	Ensure dispatcher notified of SFPD units with CIT-trained officers.	Yes
			3	Ensure calls involving persons with mental health disabilities dispatch to CIT-trained officers.	Yes
			4	Establish protocols based in best practice for DEM intake personnel handle mental health calls for service.	Yes
			5	Ensure crisis call information is appropriately relayed to field personnel.	Yes
			6	Audit to determine if protocols are followed.	Yes



<b>Rec #</b>	12.2	The SFPD should ensure an appropriate distribution of CIT-trained personnel across all shifts in all districts.	1	Assess staffing need for CIT by shift.	Yes
			2	Assign appropriate number of CIT personnel to all shifts.	Yes
			3	Periodic review/audit of staffing levels and adjust as appropriate.	Yes
<b>Rec #</b>	12.3	Newly promoted supervisors should also receive CIT training as part of their training for their new assignments.	1	Provide evidence-based CIT training to supervisors.	Yes
			2	Provide documentation that the required training has been completed by all supervisors upon promotion.	Yes

<b>Finding #</b>	<b>13</b>	<b>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>	<b>Compliance Measures</b>		<b>Status</b>
<b>Rec #</b>	13.1	The practice of hosting a town hall meeting in the community shortly after the incident should continue with a focus on releasing only known facts.	1	Host and publicize town halls in the community where OIS occurred.	Yes
			2	Within 10 calendar days of the OIS.	Yes
			3	Factual representation.	Yes
			4	Continual review/improvement loop.	Yes



Finding #	14	The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.	Compliance Measures	Status	
Rec #	14.1	The SFPD should develop an ongoing communication strategy for officer-involved shootings.	1	Develop OIS communication strategy that provides broader community with relevant information before conclusion of investigation.	Yes
			2	Share communication strategy with internal and external stakeholders, for relevant feedback.	Yes
			3	Continual improvement/feedback loop for strategy and compliance with strategy.	Yes
			4	Evidence of supportive and remedial action if deficiencies are found.	Yes
Rec #	14.2	The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.	1	Draft and implement a media outreach strategy to ensure immediate outreach following an OIS.	Yes
			2	Provide accurate and succinct information.	Yes
			3	Continual review/improvement loop.	Yes
Rec #	14.3	The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.	1	Create or update relevant policies regarding use of social media to convey relevant and critical OIS investigative information.	Yes



			2	Use of social media to provide information.	Yes
			3	Continual review/improvement loop for adherence to policy.	Yes
			4	Evidence of supportive and remedial actions if policy not followed.	Yes

Finding #	15	The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.	Compliance Measures	Status	
Rec #	15.1	The SFPD needs to create outreach materials related to educating the public and the media on use of force and officer-involved shooting investigations and protocols. These materials should be disseminated widely through the various community engagement events and district station meetings.	1	Creation of outreach materials, which includes community input, to educate the public and media.	Yes
			2	Dissemination at public events, department sponsored community meetings and other external means.	Yes
			3	Evidence that materials are adjusted as changes in the Department happen, or as necessary.	Yes
Rec #	15.2	The SFPD should host town hall presentations to educate the public and the media on use of force and officer-involved shooting investigations and protocols.	1	Establish a protocol and procedure for SFPD-hosted town hall presentations that is inclusive of different neighborhoods and communities.	Yes
			2	Strategy to target the public and media.	Yes





			3	Topics include use of force, OIS investigations and protocols.	Yes
			4	Continuous improvement loop and review to ensure town halls are held consistently and achieve planned goals.	Yes

Finding #	16	Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Tasers).	Compliance Measures	Status	
Rec #	16.1	Working with all key stakeholders and community members, the SFPD and the Police Commission should make an informed decision based on expectations, sentiment, and information from top experts in the country. (ECWs)	1	Work with stakeholders and community to gather expectations, sentiment, and information on ECWs.	Yes
			2	Policy decision for ECWs.	Yes
Rec #	16.2	The City and County of San Francisco should strongly consider deploying ECWs.	1	Evidence of review of data and evidence regarding ECWs.	Yes

Finding #	17	Currently, the SFPD authorizes personnel to use the carotid restraint technique.	Compliance Measures	Status	
Rec #	17.1	The SFPD should immediately prohibit the carotid restraint technique as a use of force option.	1	Revise relevant policies and procedures to Immediately prohibit carotid restraint technique as a use of force option.	Yes
			2	Conduct periodic audits of use of force reporting.	Yes



			3	Evidence of supportive and remedial action if deficiencies are found.	Yes
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Finding #	18	The SFPD does not adequately investigate officer use of force.	Compliance Measures	Status	
Rec #	18.1	The SFPD needs to develop a policy for investigation standards and response for all officer use of force.	1	Develop investigative standards.	Yes
			2	Develop response standards.	Yes
			3	Develop policy.	Yes
			4	Provide training.	Yes
			5	Audit of training records and training/continual improvement/feedback loop.	Yes
			6	Evidence of supportive and remedial action if deficiencies are found.	Yes
Rec #	18.2	The SFPD should create an on-scene checklist for use of force incidents.	1	Develop on-scene checklist created for use of force incidents.	Yes
			2	Require use of checklist through policy.	Yes
			3	Provide training regarding use.	Yes
			4	Audit/review to ensure use of form.	Yes



			5	Evidence of supportive and remedial action if deficiencies are found.	Yes
Rec #	18.3	The SFPD needs to develop a protocol for proper development and handling of officer statements.	1	Develop protocol.	Yes
			2	Revise policies, procedures and training accordingly.	Yes
			3	Provide training on protocol.	Yes
			4	Audit adherence.	Yes

Finding #	19	The SFPD does not maintain complete and consistent officer-involved shooting files.	Compliance Measures		Status
Rec #	19.1	The SFPD needs to develop a standard officer-involved shooting protocol within 90 days of the release of this report.	1	Develop a standard OIS protocol.	Yes
			2	Released within 90 days of October 12, 2016 (January 12, 2017). <sup>25</sup>	N/A
Rec #	19.2	The SFPD needs to create a template for all officer-involved shooting files. This template should detail report structure and handling of evidence. SFPD should refer to Officer-Involved Shootings: A Guide for Law Enforcement Leaders.	1	Create OIS file template.	Yes
			2	Use OIS Guide as reference for template development.	Yes
			3	Template details report structure and handling of evidence. <sup>26</sup>	N/A

<sup>25</sup> The OIS protocol was not completed within 90 days, however the protocol now in place meets the goal of the recommendation.

<sup>26</sup> Compliance measures number 3-6 are no longer the responsibility of the SFPD given the MOU with the San Francisco District Attorney's Office.



			4	Provide training on template.	N/A
			5	Audit/review OIS files for adherence to template.	N/A
<b>Rec #</b>	19.3	The SFPD should ensure that all officer-involved shooting investigations are appropriately reviewed by all levels of supervision.	1	Establish and implement policy to require review at every level.	Yes
			2	Develop policy and procedures that ensure appropriate review of officer-involved shooting investigations. <sup>27</sup>	N/A
			3	Ensure consistent use of standards.	N/A
			4	Ongoing audit/review.	N/A

<b>Finding #</b>	<b>20</b>	<b>The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis.</b>	<b>Compliance Measures</b>		<b>Status</b>
<b>Rec #</b>	20.1	The SFPD needs to develop reliable electronic in-custody arrest data. It needs to ensure that these arrest data accurately reflect the incident number from the event, and the number should be cross-referenced on both the booking card and the use of force reporting form.	1	Establish a data protocol for arrest data.	Not Yet Submitted to Hillard Heintze
			2	Develop training on the capture and recording of arrest data.	Not Yet Submitted to Hillard Heintze
			3	Assign responsibility for review of sufficiency of data on both the booking card and use of force form.	Not Yet Submitted to Hillard Heintze

<sup>27</sup> The MOU with the San Francisco District Attorney negates this requirement as part of the SFPD investigation.



			4	Audit the data at regular monthly intervals.	Not Yet Submitted to Hillard Heintze
			5	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze
<b>Rec #</b>	20.2	The SFPD needs to audit arrest data and use of force data monthly to ensure proper recording of use of force incidents related to arrest incidents. An audit of these data should occur immediately upon publication of this report and monthly thereafter.	1	Audit concluded in 2016.	Not Yet Submitted to Hillard Heintze
			2	Establish policy requiring monthly audit of arrest and use of force data.	Not Yet Submitted to Hillard Heintze
			3	Audit the data at regular monthly intervals.	Not Yet Submitted to Hillard Heintze
			4	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze
<b>Rec #</b>	20.3	The SFPD needs to advocate for better coordination with the San Francisco Sheriff's Department to ensure that the recording of SFPD arrest data is accurate and corresponds with SFPD incident report and arrest data.	1	Establish a point of contact to coordinate with Sheriff's Department.	Not Yet Submitted to Hillard Heintze
			2	Establish policy requiring quarterly/bi-annually audit of arrest and use of force data for SFPD data against that reported by the Sheriff.	Not Yet Submitted to Hillard Heintze
			3	Audit the data at regular quarterly/bi-annually intervals.	Not Yet Submitted to Hillard Heintze
			4	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze
<b>Rec #</b>	20.4	The SFPD should identify a research partner to further refine its use of force data collection and to explore the data	1	Identify research partner to refine use of force data collection.	Not Yet Submitted to Hillard Heintze



	findings of this report to identify appropriate data for measurement and to determine causal factors.	2	Identify appropriate data for measurement.	Not Yet Submitted to Hillard Heintze
		3	Ensure collection of data factors identified.	Not Yet Submitted to Hillard Heintze
		4	Engage in research to determine causal factors of use of force.	Not Yet Submitted to Hillard Heintze

Finding #	21	Community members’ race or ethnicity was not significantly associated with the severity of force used or injury arising from an officer’s use of force.	Compliance Measures	Status															
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.	<table border="1"> <tr> <td>1</td> <td>Work with research partner to develop a plan to establish the initial collection standards and then engaging in collection and analysis use of force data.</td> <td>Not Yet Submitted to Hillard Heintze</td> </tr> <tr> <td>2</td> <td>Focus on identifying patterns.</td> <td>Not Yet Submitted to Hillard Heintze</td> </tr> <tr> <td>3</td> <td>Address issues identified.</td> <td>Not Yet Submitted to Hillard Heintze</td> </tr> <tr> <td>4</td> <td>Audit to ensure data collection compliance.</td> <td>Not Yet Submitted to Hillard Heintze</td> </tr> <tr> <td>5</td> <td>Evidence of supportive and remedial action if deficiencies are found.</td> <td>Not Yet Submitted to Hillard Heintze</td> </tr> </table>	1	Work with research partner to develop a plan to establish the initial collection standards and then engaging in collection and analysis use of force data.	Not Yet Submitted to Hillard Heintze	2	Focus on identifying patterns.	Not Yet Submitted to Hillard Heintze	3	Address issues identified.	Not Yet Submitted to Hillard Heintze	4	Audit to ensure data collection compliance.	Not Yet Submitted to Hillard Heintze	5	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze	
1	Work with research partner to develop a plan to establish the initial collection standards and then engaging in collection and analysis use of force data.	Not Yet Submitted to Hillard Heintze																	
2	Focus on identifying patterns.	Not Yet Submitted to Hillard Heintze																	
3	Address issues identified.	Not Yet Submitted to Hillard Heintze																	
4	Audit to ensure data collection compliance.	Not Yet Submitted to Hillard Heintze																	
5	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze																	



Finding #	22	When only minority officers were involved in a use of force incident, the severity of force used and the injuries sustained by community members increased.	Compliance Measures	Status
Rec #	22.1	The SFPD needs to improve data collection on use of force so that further analysis can be conducted to better understand this finding.	1 Improve data collection on use of force. Revise policy, procedures and training accordingly.	Not Yet Submitted to Hillard Heintze
			2 Conduct further analysis to understand how use of force is used and the factors that contribute to this finding.	Not Yet Submitted to Hillard Heintze
			3 Conduct periodic audits/review of use of force data collection to continue to monitor this finding.	Not Yet Submitted to Hillard Heintze

Finding #	23	The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.	Compliance Measures	Status
Rec #	23.1	The SFPD should immediately implement this provision of the draft policy. (Prohibit firing at moving vehicles)	1 Prohibit firing at moving vehicles.	Yes
			2 Implement prohibition immediately.	Yes
			3 Audit compliance.	Yes
			4 Evidence of remedial action if deficiencies are found.	Yes
Rec #	23.2		1 FDRB review all OIS and discharge incidents involving moving vehicles.	Yes



	The FDRB should be tasked with review of all prior officer-involved shooting and discharge incidents in which firearms are discharged at a moving vehicle to evaluate and identify commonalities with recommendations for policy and training as a result of the review; oversee training and policy development aimed at eliminating the need for such actions; report to the Police Commission about the outcomes of the review and the actions taken to overcome those situations that contribute to such incidents.	2	Identify and evaluate commonalities.	Yes
		3	Develop recommendations for policy and training as a result of review.	Yes
		4	Oversee policy and training development responsive to issues identified.	Yes
		5	Report to Police Commission.	Yes
		6	Inclusion of a continual review/improvement loop of development process and adherence to policy.	Yes
		7	Evidence of supportive and remedial actions/outcomes.	Yes





**CHAPTER 3 - BIAS**

Finding #	24	The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.	Compliance Measures	Status	
Rec #	24.1	The SFPD should immediately implement the bias audit as recommended by the U.S. Department of Justice COPS Office on May 5, 2016 (see appendix K).	1	Immediate implementation of bias audit of department-issued emails.	Yes
			2	Immediate implementation of bias audit of department communications on mobile data terminals.	Yes
			3	Immediate implementation of bias audit of text messages on department-issued phones.	Yes
			4	Audit occurred.	Yes
Rec #	24.2	Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.	1	Complete bias audit.	Yes
			2	Present findings to Police Commission.	Yes
Rec #	24.3	The SFPD should immediately establish a policy and practice for ongoing audit of electronic communication devices to determine whether they are being used to communicate bias.	1	Immediate establishment of policy for audits of electronic communication devices.	Yes
			2	Established practice for ongoing audits of electronic communication devices including audit plan and process.	Yes



			3	Evidence of audit of potential bias.	Yes
			4	Evidence of supportive and remedial action if deficiencies are found.	Yes
<b>Rec #</b>	24.4	The SFPD should implement a policy and a Department General Order stipulating that there is no right to privacy in any use of department-owned equipment or facilities.	1	Issue or revise and Department General Order regarding privacy rights that states there is no privacy in use of department owned equipment, systems, or facilities.	Yes
<b>Rec #</b>	24.5	The SFPD should require all members to acknowledge appropriate use standards for electronic communications. This should be a signed acknowledgement, retained in the personnel file of the member, and department personnel should receive an alert reminding them of appropriate use whenever they sign onto SFPD systems.	1	Establish policy regarding appropriate use standards for electronic communications.	Yes
			2	Require signature of all employees and retained in personnel file.	Yes
			3	Evidence of ongoing review and audit.	Yes
			4	Evidence of supportive and remedial action if deficiencies are found.	Yes
<b>Rec #</b>	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.	Yes
			2	Audit report to include Number of audits Number and types of devices audited Findings of audit Personnel outcomes if/when violations are discovered.	Yes



			3	Evidence of ongoing review and audit	Yes
			4	Evidence of supportive and remedial action if deficiencies are found	Yes

Finding #	25	The SFPD’s General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.	Compliance Measures	Status	
Rec #	25.1	The SFPD should immediately update Department General Order 5.17 – Policy Prohibiting Biased Policing (effective May 4, 2011) and Department General Order 11.07 – Discrimination and Harassment (effective May 6, 2009) to reflect its current initiatives and align with best practices.	1	Immediately update of DGO 5.17 - Prohibiting Biased Policing.	Yes
			2	Immediately update of DGO 11.07 – Discrimination and Harassment.	Yes
			3	Aligned with best practices.	Yes
			4	Update reflected in current department initiatives.	Yes
			5	Evidence of supportive and remedial action if deficiencies are found.	Yes
Rec #	25.2	Upon meeting recommendation 25.1, SFPD leadership should release a roll-call video explaining the Department General Orders and reinforcing that a bias-free department is a priority.	1	Upon completion of 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.	Yes



			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.	Yes
Rec #	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; 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 Watch program aimed at engaging officers and the community on addressing issues of bias.</li> </ul>	1	Develop, in consultation with the relevant stakeholders, a comprehensive strategy to address bias.	Yes
			2	<p>Evidence that strategy created framework for SFPD to</p> <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> </ul>	Yes



				<ul style="list-style-type: none"> <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 Watch program aimed at engaging officers and the community on addressing issues of bias.</li> </ul>	
			3	Strategy was published internally and externally.	Yes
<b>Rec #</b>	25.4	As part of its overall strategy, the SFPD should assess its needs for anti-bias programs across the organization, such as gender bias in sexual assault investigations.	1	Completed assessment of needs for anti-bias programs.	Yes
			2	Identified strategy to address the need.	Yes
			3	Training and policy implementation, as required through identified needs of the assessment.	Yes
			4	Evidence of supportive and remedial action if deficiencies are found.	Yes



Finding #	26	There is limited community input on the SFPD’s actions regarding its anti-bias policies and practices.	Compliance Measures	Status
Rec #	26.1	The Chief’s Advisory Forum should be re-invigorated and allow for diverse communities to have meaningful input into bias training, policies, and the SFPD’s other anti-bias programming. The chief should ensure that marginalized communities are given a meaningful opportunity to be a part of the Advisory Forum.	1 Reininvigorate Chief’s Advisory Forum.	No
			2 Provide diverse communities with meaningful input on bias training policy other anti-bias programs.	Yes
			3 Ensure that a broad coalition of community members are identified so that marginalized communities have an opportunity for meaningful involvement.	Yes
			4 Evidence of supportive and remedial action if participation goals not met.	No
Rec #	26.2	The SFPD should more clearly describe its anti-bias policies and practices for reporting police misconduct and its commitment to ensuring that policing in San Francisco will be bias-free.	1 Clear communication of anti-bias policies and practices for reporting police misconduct.	Yes
			2 Clear communication of commitment to anti-bias policing in San Francisco.	Yes
			3 Evidence of sufficient dissemination of policies and practices directed at ensuring a bias-free policing commitment.	Yes



<b>Rec #</b>	26.3	The SFPD should implement an immediate public education campaign on the policies and procedures for reporting misconduct as centered on anti-bias and the initiatives underway.	1	Immediate implementation of a public education campaign.	Yes
			2	Publicize via multiple media the procedures for reporting bias misconduct.	Yes
			3	Publicize via multiple media the SFPD's initiatives for bias-free policing.	Yes
			4	Ongoing evaluation loop and audit.	Yes
<b>Rec #</b>	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).	Yes
			2	Obtain input on policies and practices during policy development.	Yes
			3	Establish ongoing evaluation and audit loop that input from community is considered.	Yes

<b>Finding #</b>	<b>27</b>	<b>The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.</b>	<b>Compliance Measures</b>		<b>Status</b>
<b>Rec #</b>	27.1	The SFPD should develop a training plan based on a training needs assessment specific to the delivery of anti-	1	Conduct needs assessment for delivery of anti-bias training.	Yes



		bias training as part of an ongoing strategic approach to addressing bias in the SFPD.	2	Plan ongoing strategic approach to addressing bias.	Yes
			3	Develop and implement a bias training plan based on the needs assessment.	Yes
			4	Establish process for evaluation or audit.	Yes
<b>Rec #</b>	27.2	<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>	1	<p>Immediately began anti-bias and cultural competency training that includes</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>	Yes





			2	Policy that requires all officers to complete implicit bias and cultural competency training.	Yes
			3	Evidence of training review and effectiveness.	Yes
			4	Evidence of supportive and remedial action if deficiencies are found – including failure to attend training.	Yes
Rec #	27.3	Training addressing explicit and implicit biases should employ teaching methodologies that implement interactive adult learning concepts rather than straight lecture-based training delivery.	1	Develop training with expert input on addressing explicit and implicit biases that uses adult teaching methodologies.	Yes
			2	Training uses interactive adult learning concepts.	Yes
			3	Training delivery not solely lecture based.	Yes
			4	Continuous improvement loop.	Yes
Rec #	27.4	To ensure first-line supervisors understand the key role they play in addressing bias, supervisor training should include coaching, mentoring, and direct engagement with problem officers.	1	Conduct training for first-line supervisors.	Yes
			2	Focus on ensuring they understand their role in addressing bias.	Yes



			3	Training covers: <ul style="list-style-type: none"> <li>• coaching</li> <li>• mentoring</li> <li>• direct engagement with problem officers</li> </ul>	Yes
			4	Evidence of review loop.	Yes
<b>Rec #</b>	27.5	All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report.	1	Training compliance for all officers within 18 months.	Yes
			2	Training compliance for all supervisors within 18 months.	Yes
			3	Audit to ensure that training was completed within 18 months – by 4/12/18.	Yes
			4	Evidence of supportive and remedial action if deficiencies are found – including failure to attend training.	Yes
<b>Rec #</b>	27.6	The SFPD should measure the efficacy of such training through careful data collection and analysis practices, ideally in partnership with an academic researcher.	1	Partner with an academic researcher	Yes
			2	Evidence of continued good data collection and analysis practices.	Yes
			3	Evaluate success of bias training.	Yes



<b>Rec #</b>	27.7	The SFPD should implement Force Options Training in a manner that reduces the impact of demographics on split-second use of force decisions and should ensure that in-service officers receive this training at least annually.	1	Develop training curriculum designed to reduce the impact of demographics on split-second use of force decisions.	Yes
			2	Implement force options training.	Yes
			3	Provide annual training to all officers.	Yes
			4	Evidence of training review.	Yes
			5	Ongoing assessment of impact on the relationship between use of force and demographics.	Yes
			6	Evidence of supportive and remedial action if deficiencies are found – including failure to attend training.	Yes

<b>Finding #</b>	<b>28</b>	<b>The SFPD’s failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.</b>	<b>Compliance Measure</b>	<b>Status</b>	
<b>Rec #</b>	28.1	The SFPD should investigate complaints of bias transparently and openly and recognize its potential impact upon the larger group of officers who do not hold such views and upon the affected communities of San Francisco. To address these concerns, the department should	1	Establish and publicize transparent process for investigation of bias complaints.	Yes
			2	Train and institutionalize policies and practices that recognize impact of bias on other officers.	Yes



		<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>	3	Train and institutionalize policies and practices that recognize impact of bias on the affected communities.	Yes
			4	Identify specific roles and responsibilities for supervision of officers regarding biased behavior.	Yes
			5	Require supervisors to analyze stop data and enforcement actions for possible bias behavior or disparate treatment.	No
			6	Identify corrective intervention beyond discipline to address possible bias behaviors.	No
			7	Evidence of continual review/improvement loop.	No
<b>Rec #</b>	28.2	The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.	1	Provide command awareness and sufficient knowledge regarding bias in policing and the community perspective.	Yes
			2	Task command staff with engaging internally on the issue of bias.	Yes
			3	Task command staff with engaging externally on the issue of bias.	Yes
			4	Evidence of supportive and remedial action if deficiencies are found based upon the communications.	Yes



<b>Rec #</b>	28.3	The SFPD should establish routine, ongoing roll-call training requirements for supervisors on key leadership issues, including their role in promoting fair and impartial policing.	1	Develop scheduled, on-going roll-call training requirements for supervisors.	Yes
			2	Ensure the training addresses key leadership issues and the role of supervisors in promoting fair and impartial policing.	Yes
			3	Evidence of scheduled, ongoing roll call training on fair and impartial policing.	Yes
			4	Evidence of supportive and remedial action if deficiencies are found.	Yes
<b>Rec #</b>	28.4	The SFPD needs to engage in early identification of and intervention in behaviors that are indicative of bias through direct supervision, data review, and observation of officer activity.	1	Policy and process to enable early identification of and intervention in bias-based behaviors.	Yes
			2	Identify indicators of bias to allow intervention.	No
			3	Routine review of data to measure potential bias-based-behavior.	No
			4	Evidence of interventions when bias-based behavior is identified.	No
			5	Ongoing evaluation loop and audit.	No



<b>Rec #</b>	28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	1	Train supervisors on recognizing bias behaviors.	No
			2	Establish intervention protocols for indicating bias-based behaviors to support supervisory intervention.	No
			3	Evidence of supportive and remedial action if deficiencies are found.	No
			4	Ongoing evaluation loop and audit.	No
<b>Rec #</b>	28.6	The SFPD must address practices within the organization that reflect explicit biases and intervene with firm, timely disciplinary responses.	1	Policy that identifies prohibited bias-based behaviors and how they will be addressed.	No
			2	Evidence of timely supportive and remedial action if deficiencies are found.	No
			3	Evidence of disciplinary outcomes for violation of anti-bias policies.	No
			4	Ongoing evaluation loop and audit.	No
<b>Rec #</b>	28.7	The SFPD needs to encourage all personnel to report biased behavior to the appropriate officials.	1	Policy that requires officers to report bias-based behavior.	No
			2	Ongoing education as to the requirement to report and why it is valuable to the SFPD as a whole.	No
			3	Ongoing evaluation loop and audit.	N/A



Finding #	29	Allegations of biased policing by community members have not been sustained against an officer in more than three years.	Compliance Measures	Status
Rec #	29.1	The SFPD and OCC should establish shared protocols for investigating bias that do not rely solely on witness statements, given that bias incidents are often reported as one-on-one occurrences.	1 SFPD and DPA establish shared protocols for investigating bias.	Yes
			2 Protocols avoid sole reliance on witness statements.	Yes
			3 Evidence of investigation of one-on-one complaints.	Yes
Rec #	29.2	<p>The SFPD should ensure that supervisors are trained on bias investigations, including all of the following:</p> <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>	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>	Yes
			2 Train all supervisors on bias investigations.	Yes
			3 Establish evaluation or audit loop to assess efficacy of training.	Yes



<b>Rec #</b>	29.3	The SFPD should work with the City and County of San Francisco to ensure quality bias investigation training to all oversight investigators.	1	SFPD should collaborate with City and County of San Francisco.	Yes
			2	Develop and/or ensure delivery of quality bias investigation training.	Yes
			3	Engage in training with all oversight investigators.	Yes
<b>Rec #</b>	29.4	SFPD leadership should explore the options for alternate dispute resolutions regarding bias complaints, including mediation.	1	Evidence of review of alternate dispute resolutions for bias complaints.	Yes
			2	Evidence of the decision and any actions that resulted.	Yes

<b>Finding #</b>	<b>30</b>	<b>The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.</b>	<b>Compliance Measures</b>		<b>Status</b>
<b>Rec #</b>	30.1	The SFPD should develop a plan to conduct further review and analysis of traffic stop data to identify the reasons and potential solutions for the traffic stop data disparities. The plan should be developed within 180 days of the issuance of this report.	1	Evidence of a plan to review and analyze traffic stop data.	Yes
			2	Review and analyses seek to identify reasons for disparities.	Yes
			3	Review and analysis seek to identify solutions for stop disparities.	Yes





			4	Plan developed by April 12, 2017. <sup>28</sup>	N/A
<b>Rec #</b>	30.2	Upon completion of recommendation 30.1, the SFPD should implement the plan to review and analyze traffic stop data to identify the reasons and potential solutions for the traffic stop data disparities.	1	Implement the plan from Recommendation 30.1.	Yes
			2	Implement plan to review and analyze data.	Yes
			3	Identify reasons for disparities.	Yes
			4	Identify and implement potential solutions.	Yes
			5	Establish evaluation or audit loop to evaluate efficacy of plan.	Yes
<b>Rec #</b>	30.3	The SFPD should provide supervisors with the results of timely data analyses regarding the E-585 traffic stop incident report activity of their officers that allow them to identify and proactively intervene when outlier officers are identified.	1	Provide timely traffic stop data analysis to supervisors.	Yes
			2	Data analysis includes all officers under their supervision.	Yes
			3	Data identifies outlier officers.	No
			4	Evidence of proactive supervisory intervention with outlier officers.	No
			5	Evidence of supportive and remedial actions if deficiencies are found.	No
			6	Evidence of ongoing review of stop data at supervisory level.	No

<sup>28</sup> This plan was not completed during the time frame identified, however the work is complete and in alignment with the recommendation.



<b>Rec #</b>	30.4	Until the data are electronic, supervisors should be provided with monthly paper reports regarding the E-585 traffic stop incident report activity of officers under their command.	1	Provide monthly paper traffic stop reports to supervisors.	No
			2	Report includes data for officers under their supervision.	No
			3	Evidence paper reports are provided until data reports are available electronically.	No
			4	Evidence of audit or review loop.	No
<b>Rec #</b>	30.5	SFPD supervisors must be trained (pursuant to recommendation 27.1) to review and assess E-585 traffic stop incident report data for disparate outcomes, particularly in relation to peer groups within the unit.	1	Develop training and train supervisors to review stop data for potential bias and disparate outcomes	Yes
			2	Train supervisors how to recognize disparate outcomes in relation to unit peers.	Yes
			3	Review/improvement loop of training.	Yes
			4	Evidence of supportive and remedial action if deficiencies are found.	Yes
<b>Rec#</b>	30.6	The SFPD should implement the data collection recommendations regarding improving traffic stop data provided in Appendix F. The timing of the implementation needs to be identified in the technology plan.	1	Establish a data collection plan consistent with Appendix F of original report and timeline for implementation.	Yes



			2	Create or update relevant policies regarding the collection of data by officers based on best practices.	Yes
			3	Evidence of review of the requirements to support this recommendation.	Yes
			4	Evidence of supportive and remedial action if deficiencies are found.	Yes

Finding #	31	African-American and Hispanic drivers were disproportionately searched and arrested compared to White drivers. In addition, African-American drivers were more likely to be warned and less likely to be ticketed than White drivers.	Compliance Measures	Status	
Rec #	31.1	The SFPD needs to analyze the data and look for trends and patterns over time to reduce the racial and ethnic disparities in post-stop outcomes.	1	Evidence of analysis of traffic stop data for trends/patterns over time.	Yes
			2	Identification of racial and ethnic disparities in post-stop outcomes.	Yes
			3	Plan to reduce disparities in post-stop outcomes.	Yes
			4	Establish evaluation or audit loop.	Yes



Finding #	32	Not only are African-American and Hispanic drivers disproportionately searched following traffic stops but they are also less likely to be found with contraband than White drivers.	Compliance Measures	Status
Rec #	32.1	As stated in finding 31, the SFPD should complete recommendation 31.1.	1 Complete recommendation 31.1.	Yes
Rec #	32.2	The SFPD needs better training on the Fourth Amendment and applicable state laws on search and seizure.	1 Improve curriculum for 4th Amendment training.	Yes
			2 Evidence of revised/improved training on state search and seizure laws.	Yes
			3 Continuous improvement loop regarding efficacy of training.	Yes

Finding #	33	The current E-585 traffic stop incident report does not collect sufficient or appropriate information to allow for a robust analysis of possible bias by SFPD officers.	Compliance Measures	Status
Rec #	33.1	The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data.	1 Develop a data collection plan consistent with recommendations in Appendix F.	Yes
			2 Ensure ongoing review and analysis of data to ensure sufficiency and accuracy of data collected.	No



			3	Train officers and supervisors on data collection responsibilities, including how to collect and accurately report data.	Yes
			4	Evidence of ongoing review/continual improvement loop.	No
			5	Evidence of supportive and remedial action if deficiencies are found.	No

Finding #	34	The SFPD does not routinely collect or analyze data on stops involving pedestrian and non-motorized conveyances.	Compliance Measures	Status	
Rec #	34.1	The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and non-motorized conveyances.	1	Establish a data collection plan to prioritize data collection for all reportable stops in keeping with AB 953 requirements.	Yes
			2	Train officers and supervisors on data collection responsibilities.	Yes
			3	Evidence of ongoing review/continual improvement loop.	No
			4	Evidence of supportive and remedial action if deficiencies are found.	N/A
Rec #	34.2	The SFPD should mandate the collection of stop report data on any stop or detention of a pedestrian or person riding a non-motorized conveyance, such as a bicycle,	1	Establish or update policy to mandate the collection of stop data for non-motorized conveyances.	Yes



		skateboard, or scooter. This should begin immediately and not wait until AB 953 requires such action in April 2019.	2	Evidence of ongoing review and analysis of data to ensure sufficiency and accuracy of data collected.	No
			3	Evidence of ongoing review/continual improvement loop.	No
			4	Evidence of supportive and remedial action if deficiencies are found.	No
<b>Rec #</b>	34.3	The SFPD should consider expanding the functionality of the E-585 traffic stop incident report data collection system to include data collection for all pedestrian and non-motorized conveyances.	1	Complete the data collection plans for pedestrian and non-motorized conveyances.	Yes
			2	Review use of E-585 to facilitate the collection and document the decisions.	Yes
			3	If used, ensure ongoing review and analysis of data to ensure sufficiency and accuracy of data collected.	Yes

<b>Finding #</b>	<b>35</b>	<b>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>	<b>Compliance Measures</b>		<b>Status</b>
<b>Rec #</b>	35.1	The SFPD should adopt new policies and procedures for collecting traffic and pedestrian stop data, public	1	Establish policy for collecting accurate traffic and pedestrian stop data.	Yes



		complaints, and enforcement actions. Information for these events should be recorded accurately.	2	Establish policy and procedure that is informed by best practices for collecting public complaints data.	Yes
			3	Establish policy and procedure that is informed by best practices for collecting data on enforcement actions.	Yes
			4	Evidence of continual audit/review/improvement loop.	Yes
			5	Evidence of remedial action if deficiencies are found.	Yes
<b>Rec #</b>	35.2	The SFPD should analyze its existing technology capacity and develop a strategic plan for how data are identified, collected, and used to advance sound management practices.	1	Evidence of review of technology capacity.	Yes
			2	Develop strategic plan that details how stop data is <ul style="list-style-type: none"> <li>• identified</li> <li>• collected</li> </ul>	Yes
			3	Establish and implement plan to advance sound management practices.	Yes
<b>Rec #</b>	35.3	SFPD leadership should make a concerted effort to focus on data collection and to create systems and analysis protocols that will inform supervisors where incidents of potential bias or disparate treatment occur or where	1	Evidence supporting leadership focus on data collection.	Yes
			2	Creation of systems and analysis protocols that inform supervisors	Yes



		patterns in officer behavior exist that warrant further examination or monitoring.		where potential bias or disparate treatment occur.	
			3	Systems and analysis protocols that identify officer behavior patterns that require review.	No
			4	Establish audit/review/improvement loop.	No
			5	Evidence of supportive and remedial actions if deficiencies are found.	No
<b>Rec #</b>	35.4	The SFPD should continue participating in the White House Data Initiative and seek to expand its data collection and reporting consistent with those recommendations and the goals of the initiative.	1	Confirm continued participation in the White House Data Initiative (now known as the Police Data Initiative).	Yes
			2	Identify a data reporting strategy and timeline, including expanded data collection and reporting.	Yes
			3	Ensure ongoing review and analysis of data to ensure sufficiency and accuracy of data collected.	Yes

Finding #	36	The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.	Compliance Measures	Status
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Rec #	36.1	The SFPD should develop an audit practice to evaluate the impact on the department of the implementation of new training programs.	1	Develop audit practice to evaluate impact of new training initiatives.	Yes
			2	Conduct audit of new training programs.	Yes
			3	Identify training gaps or strengths.	Yes
			4	Remedial action if deficiencies are found.	Yes
Rec #	36.2	The SFPD should incorporate ongoing review and audit of anti-bias programs into a quarterly report that includes promising practices and lessons learned.	1	Review/audit anti-bias programs.	Yes
			2	Review on an ongoing basis.	Yes
			3	Results incorporated into quarterly report.	Yes
			4	Report includes promising practices, lessons learned, and plans for change based upon findings.	Yes
Rec #	36.3	The SFPD should review all of its policies, procedures, manuals, training curricula, forms, and other materials to eliminate the use of archaic or biased language. For example, the SFPD should review the use of the word “citizen” in policies and forms, such as the Citizen Complaint Form (SFPD/OCC 293). This assessment should be completed within 120 days of the issuance of this report.	1	Develop a plan for review of all SFPD documents to identify and remove archaic and biased language. This should include the specific terms to be removed.	Yes
			2	Develop the timeline and action plan.	Yes
			3	Conduct assessment/review all policies and supporting documents for the use of biased language.	Yes



4	Confirm removal of language has occurred.	Yes
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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.	Compliance Measures	Status												
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.	<table border="1"> <tr> <td style="background-color: #eee;">1</td> <td style="background-color: #eee;">Develop and establish a Field Interview Card policy that provides sufficient guidance on when and how SFPD members should complete them.</td> <td style="background-color: #eee;">Yes</td> </tr> <tr> <td style="background-color: #eee;">2</td> <td style="background-color: #eee;">Develop and provide training on new policy.</td> <td style="background-color: #eee;">Yes</td> </tr> <tr> <td style="background-color: #eee;">3</td> <td style="background-color: #eee;">Evidence of ongoing review/continual improvement loop.</td> <td style="background-color: #eee;">Yes</td> </tr> <tr> <td style="background-color: #eee;">4</td> <td style="background-color: #eee;">Evidence of supportive and remedial action if deficiencies are found.</td> <td style="background-color: #eee;">Yes</td> </tr> </table>	1	Develop and establish a Field Interview Card policy that provides sufficient guidance on when and how SFPD members should complete them.	Yes	2	Develop and provide training on new policy.	Yes	3	Evidence of ongoing review/continual improvement loop.	Yes	4	Evidence of supportive and remedial action if deficiencies are found.	Yes	
1	Develop and establish a Field Interview Card policy that provides sufficient guidance on when and how SFPD members should complete them.	Yes														
2	Develop and provide training on new policy.	Yes														
3	Evidence of ongoing review/continual improvement loop.	Yes														
4	Evidence of supportive and remedial action if deficiencies are found.	Yes														
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.	<table border="1"> <tr> <td style="background-color: #eee;">1</td> <td style="background-color: #eee;">Conduct an assessment of use, storage and collection practices regarding Field Interview Cards.</td> <td style="background-color: #eee;">Yes</td> </tr> <tr> <td style="background-color: #eee;">2</td> <td style="background-color: #eee;">Develop a policy addressing use, collection, and storage that addresses any key issues identified in the assessment and that comports with legal requirements.</td> <td style="background-color: #eee;">Yes</td> </tr> </table>	1	Conduct an assessment of use, storage and collection practices regarding Field Interview Cards.	Yes	2	Develop a policy addressing use, collection, and storage that addresses any key issues identified in the assessment and that comports with legal requirements.	Yes							
1	Conduct an assessment of use, storage and collection practices regarding Field Interview Cards.	Yes														
2	Develop a policy addressing use, collection, and storage that addresses any key issues identified in the assessment and that comports with legal requirements.	Yes														



			3	Implement compliant use, collection and storage practices.	Yes
			4	Evidence of ongoing review/continual improvement loop.	Yes
			5	Evidence of supportive and remedial action if deficiencies are found.	Yes



**CHAPTER 4 - COMMUNITY ORIENTED POLICING**

Finding #	38	There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.	Compliance Measures	Status
Rec #	38.1	The SFPD needs to expand its outreach to its communities in a manner designed to demonstrate its commitment to procedural justice.	1 Evidence of SFPD expansion of outreach to the community.	Yes
			2 Community outreach policies and practices demonstrate commitment to procedural justice.	Yes
			3 Evidence of continued outreach and public commitment to procedural justice.	Yes
Rec #	38.2	SFPD leadership should take an active and direct role in community engagement at the neighborhood level.	1 Policy and practice demonstrating SFPD command take an active, direct, and continued community engagement role.	Yes
			2 Evidence of SFPD command engagement at the neighborhood level through ongoing review/improvement loop. Ensure that community is involved in the assessment process.	Yes
Rec #	38.3	The SFPD should engage community members in the implementation of the recommendations in this report.	1 Evidence that identifies how community members are engaged with implementing report recommendations.	Yes



			2	Establish an audit or review loop to ensure that the recommendations are being implemented with community input.	Yes
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Finding #	39	The SFPD does not have a department-wide strategic plan that articulates a mission and identifies the goals and objectives necessary to deliver overall policing services.	Compliance Measures	Status	
Rec #	39.1	The SFPD needs to develop a comprehensive organizational strategic plan with supporting plans for the key reform areas identified within this report specifically directed at community policing, bias, and maintaining diversity within the department.	1	Evidence of comprehensive organizational strategic plan that is informed by contemporary police practices.	Not Yet Submitted to Hillard Heintze
			2	Includes plan for addressing community policing that is informed by contemporary police practices.	Not Yet Submitted to Hillard Heintze
			3	Includes plan for addressing bias that is informed by contemporary police practices.	Not Yet Submitted to Hillard Heintze
			4	Includes plan for addressing department diversity that is informed by contemporary best practices.	Not Yet Submitted to Hillard Heintze
			5	Review or audit to ensure plans are implemented and to evaluate effectiveness.	Not Yet Submitted to Hillard Heintze



Rec #	39.2	SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.	1	Evidence that leadership is actively involved in developing a community based strategic plan.	Yes
			2	Evidence of how leadership is leading the initiative and providing mentorship to the community and department members.	Yes
Rec #	39.3	The SFPD should establish a Strategic Planning Steering Committee composed of representatives from the community and various sections of the department within 90 days of the issuance of this report. This committee should collaborate to develop policies and strategies for policing communities and neighborhoods disproportionately affected by crime and for deploying resources that aim to reduce crime by improving relationships and increasing community engagement.	1	Establish a Strategic Planning Steering Committee by January 12, 2017.	Yes
			2	Evidence that the committee is comprised of community members and department members from various sections of the department.	Yes
			3	Evidence of collaboration in developing strategies and policies for community and neighborhoods disproportionately affected by crime.	Yes
			4	Evidence of collaboration in developing policies and strategies for resource deployment aimed at crime reduction by improving relationships and community engagement.	Yes
			5	Ongoing review or audit that ensures the work of the committee is implemented and continues to address issues collaboratively.	Yes



<b>Rec #</b>	39.4	A training needs analysis must be conducted to support the training requirements recommended in this assessment. The SFPD must conduct an analysis of the needs across the organization, identify the benchmark for training, and develop a prioritized training plan based on the needs analysis. This will require solid support from the Office of the Chief of Police and the command staff if it is to succeed in strengthening the content, quality, and timeliness of the department’s training. This should be completed within nine months of the issuance of this report.	1	Evidence that the department has conducted a training needs analysis across the organization that supports the training requirements recommended in this report.	Yes
			2	The needs analysis completed by July 12, 2017.	N/A <sup>29</sup>
			3	Evidence the department identified benchmarks for training to support development of the needs analysis.	Yes
			4	Evidence of a prioritized training plan based on the needs analysis.	Yes
			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.	Yes
			6	Ongoing review/improvement loop.	Yes
<b>Rec #</b>	39.5	A technology needs analysis must be conducted on how to address the technology gaps identified in this assessment. Organizational needs should be identified, and a structured plan supported by budget forecasting should be in place to address the development of the IT enterprise for the SFPD. Existing systems should be integrated to ensure full value of	1	Develop a technology needs analysis process and develop a plan to conduct it.	Yes
			2	Ensure it addresses all technology gaps identified in Report.	Yes

<sup>29</sup> The work was not completed by the referenced date in the compliance measure, but the department has achieved substantial compliance.



		<p>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.</p>	3	Ensure it identifies organizational technology needs.	Yes
			4	Ensure it establishes a plan for development of IT enterprise and budget forecasting to support technology needs/plan.	Yes
			5	Implement a technology needs plan.	Yes
			6	Evidence that existing systems were reviewed and integrated into the plan, if appropriate.	Yes
			7	Evidence that Department information is analyzed and used to support management decisions.	Yes
			8	Ongoing review loop to address technology advancements, trends and other issues.	Yes
<b>Rec #</b>	39.6	<p>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.</p>	1	Evidence of gap analysis process conducted by SFPD.	Yes
			2	Gap analysis results identify SFPD’s information gathering, analyzing, and sharing assets and capabilities.	Yes
			3	Gap analysis results reflect comparison between SFPD assets/capabilities and established modern best practices.	Yes





			4	Gap analysis conducted by April 12, 2017.	N/A <sup>30</sup>
Rec #	39.7	The SFPD must conduct a portfolio management assessment to identify opportunities for consolidating platform and product offerings, providing enterprise solutions across the organization instead of silos or one-off product sets. This should be completed within six months of the issuance of this report.	1	Evidence that SFPD conducted a portfolio management assessment.	Yes
			2	Assessment results identifies opportunities for consolidating platform and product offerings.	Yes
			3	Assessment results provide enterprise solutions across the organization.	Yes
			4	Assessment completed by April 12, 2017.	N/A <sup>31</sup>
Rec #	39.8	The SFPD must create a five-year technology initiative roadmap to facilitate migrating current platforms to the modern state architecture. This should be completed within 12 months of the issuance of this report.	1	Create a five-year technology initiative roadmap.	Yes
			2	Evidence roadmap addresses migration of technology platforms to modern architecture.	Yes
			3	Technology roadmap completed by October 12, 2017.	N/A
			4	Ongoing review loop to ensure progression of the roadmap and that it accounts for IT advances that address trends and other issues.	Yes

<sup>30</sup> The work was not completed by the referenced date in the compliance measure, but the department has achieved substantial compliance.

<sup>31</sup> The work was not completed by the referenced date in the compliance measure, but the department has achieved substantial compliance.



<b>Rec #</b>	39.9	The SFPD must establish clear life-cycle management policies and procedures for enterprise application maintenance, support, and replacement strategies for sustaining improved data collection, analysis, and dissemination technologies. This should be completed within 12 months of the issuance of this report.	1	Establish clear life-cycle management policies and procedures for enterprise maintenance and support.	Yes
			2	Evidence that the policies and procedures identify enterprise application replacement strategies for improving data collection, analysis, and dissemination technologies.	Yes
			3	Policies and procedures established by October 12, 2017. <sup>32</sup>	N/A

<b>Finding #</b>	<b>40</b>	<b>The SFPD does not formalize community engagement in support of community policing practices.</b>	<b>Compliance Measures</b>	<b>Status</b>	
<b>Rec #</b>	40.1	As part of the Strategic Plan (recommendation 39.1), the SFPD should develop a strategic community policing plan that identifies goals, objectives, and measurable outcomes for all units.	1	Develop strategic community policing plan informed by best practices and consistent with recommendation 39.1.	Yes
			2	Ensure the plan identifies community policing goals, objectives, and outcomes for all units.	Yes
			3	Evidence of review or audit process to assess plan implementation and effectiveness.	Yes
<b>Rec #</b>	40.2	As part of recommendation 39.3, the SFPD should direct the Strategic Planning Steering Committee to develop a	1	Develop a strategic plan that is informed by best practices by April 12, 2017.	Not Yet Submitted to Hillard Heintze

<sup>32</sup> The work was not completed by the referenced date in the compliance measure, but the department has achieved substantial compliance.



		<p>strategic plan within six months of the issuance of this report that clearly defines the following:</p> <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>	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.	Not Yet Submitted to Hillard Heintze
		3	The plan identifies the framework for the planning process.	Not Yet Submitted to Hillard Heintze	
		4	The framework results in a plan that supports the coordination of priorities and objectives across individuals, work groups, and key operating divisions.	Not Yet Submitted to Hillard Heintze	
		5	The plan identifies the department’s strategy to engage the community, obtain community input, and develop support for the plan and its success.	Not Yet Submitted to Hillard Heintze	
		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.	Not Yet Submitted to Hillard Heintze	
		7	The plan identifies how the department will measure individual performance and participation towards accomplishing departmental goals.	Not Yet Submitted to Hillard Heintze	



			8	Evidence of review or audit process that evaluates the department's progress in meeting plan goals and objectives.	Not Yet Submitted to Hillard Heintze
Rec #	40.3	As part of its plan, the SFPD should consider the role of the beat and its place within its priorities. Prioritizing beat-aligned policing would require some realignment of dispatch priorities and directed patrol.	1	Evidence the department considered the role and realignment of patrol beats and how they fit within department priorities.	Yes
			2	Evidence of the decision and the resulting action, as applicable.	Yes
Rec #	40.4	The SFPD should evaluate whether implementation of foot patrol and bicycle patrol would bridge the trust gap and effectively solve crime problems in San Francisco's communities.	1	Evaluate implementation of foot patrol and bicycle patrol.	Yes
			2	Evidence, that includes a community outreach component, that department considered whether foot and bicycle patrol will bridge the trust gap in the community.	Yes
			3	Evidence that the department considered whether foot and bicycle patrol will solve crime effectively.	Yes
			4	Evidence of the decision and the resulting action, as applicable.	Yes
Rec #	40.5	The SFPD should develop specific measurable goals for community policing engagement within six months of the	1	Development with input from the community of measurable goals for community policing engagement.	Yes



		issuance of this report and ensure these measurements are incorporated into the department’s CompStat processes.	2	Evidence that the measurable goals are incorporated into the department’s Compstat processes.	Yes
			3	Development completed by April 12, 2017. <sup>33</sup>	N/A
			4	Review or audit to assess effectiveness.	Yes
<b>Rec #</b>	40.6	The SFPD should develop and implement a community policing practices review and development process within 90 days of the issuance of this report so SFPD units can collaborate regarding community policing efforts.	1	Create a community policing practices review and development process.	In Progress
			2	Process requires department units collaborate regarding community policing efforts.	In Progress
			3	Implement the process by April 12, 2017.	N/A
			4	Evidence of review process results/actions.	In Progress
			5	Periodic review/improvement loop process.	In Progress
<b>Rec #</b>	40.7	The SFPD should develop strategic partnerships on key community issues such as homelessness and organizational transparency to work in a collaborative environment to problem solve and develop co-produced plans to address the issues.	1	Strategic partnerships that address key community issues, by issue.	Yes
			2	Evidence of collaborative process amongst SFPD, governmental, and community stakeholders used for problem solving on issues.	Yes

<sup>33</sup> The work was not completed by the referenced date in the compliance measure, but the department has achieved substantial compliance.



			3	Plans that address issues.	Yes
			4	Periodic review/improvement loop process.	Yes
Rec #	40.8	The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.	1	Annual review of progress toward community policing goals and objectives.	Yes
			2	Posted in forums that are accessible to the community and department members, including its public internet website.	Yes
			3	Review or audit process to ensure results are published and accessible.	Yes

Finding #	41	The SFPD's community policing order Department General Order 1.08 – Community Policing (effective 9/28/11) and its Community Policing and Problem Solving manual are out of date and no longer relevant.	Compliance Measures	Status	
Rec #	41.1	The SFPD should work with the newly convened Strategic Planning Steering Committee (recommendation 40.2) to draft a new community policing and problem-solving manual for SFPD members within 12 months of the issuance of this report.	1	Evidence of Strategic Planning Steering Committee work (meeting notes, tasks, timeline, etc.).	Not Yet Submitted to Hillard Heintze
			2	New community policing and problem-solving manual that is informed by contemporary policies and best practices on community policing.	Not Yet Submitted to Hillard Heintze
			3	Manual completed by October 12, 2017.	Not Yet Submitted to Hillard Heintze



			4	Evidence of dissemination to members.	Not Yet Submitted to Hillard Heintze
			5	Periodic review/improvement loop process.	Not Yet Submitted to Hillard Heintze
Rec #	41.2	The SFPD should work with the Police Commission to draft a new community policing order that reflects the priorities, goals, and actions of the department.	1	Evidence of work with the police commission to establish new community policing general order (meeting notes, timeline, etc.).	Yes
			2	Ensure order reflects priorities, goals, and actions of the department as informed by best practices.	Yes
			3	Periodic review of order to support updates, relevancy, improvement loop.	Yes

Finding #	42	The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.	Compliance Measures		Status
Rec #	42.1	The SFPD should continue to grant district captains the authority to serve the diverse populations represented in their districts within the tenets of community policing. However, the department needs to provide structure and support to these initiatives in accordance with the proposed strategic community policing plan.	1	Evidence that district captains are provided structure and support to guide their community policing initiatives.	Yes
			2	Evidence that the community policing initiatives are consistent with the strategic community plan required by these recommendations.	Yes



			3	Evidence of departmental support to captains on community policing.	Yes
			4	Review or audit to ensure district goals are consistent with the strategic plan.	Yes
<b>Rec #</b>	42.2	The SFPD should create an overall structure to manage the department’s approach to community policing driven by a committee of senior leaders and district captains.	1	Structure created to manage approach to community policing.	Yes
			2	Process is led by senior leaders and district captains.	Yes
			3	Review loop to monitor progress and growth.	Yes
<b>Rec #</b>	42.3	The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.	1	Identification and documentation of district captains engaged in best practices.	Yes
			2	Evidence that district captains engaged in best practices are recognized.	Yes
			3	Plan to use recognized captains to train and educate other captains.	Yes
			4	Review loop and/or establish a process to ensure process is institutionalized.	Yes
<b>Rec #</b>	42.4	The SFPD should provide information technology support to districts to help develop newsletters that are easily	1	Evidence of technology support to district to develop newsletters.	Yes





		populated and more professional in appearance. Creating a uniform newsletter architecture and consistent format that allows for easy data and content uploading would create efficiencies and help develop a greater sense of community.	2	Evidence of uniform architecture and consistent format of newsletter.	Yes
			3	Evidence of easy data and content uploading and professional appearance.	Yes
			4	Evidence of template use by districts and distribution to community.	Yes

Finding #	43	The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.	Compliance Measures		Status
Rec #	43.1	The SFPD should continue to actively support the programs aimed at community engagement, including Coffee with a Cop, the San Francisco Police Activities League, San Francisco Safety Awareness for Everyone, and The Garden Project.	1	Plan to implement, support, and expand community policing programs.	Yes
			2	Evidence of continued active engagement and support of existing community programs.	Yes
Rec #	43.2	The SFPD should expand its partnership with and further support neighborhood organizations that work to provide art, sports, educational, and leadership development opportunities for young people in the community.	1	Plan, process and practice to expand partnerships with youth-focused neighborhood art, sports, educational and leadership development organizations.	Yes
			2	Evidence of support for neighborhood youth development initiatives/programs.	Yes



			3	Ongoing review/improvement loop to ensure partnerships are identified and prioritized for support and engagement.	Yes
Rec #	43.3	The SFPD should consider reinvigorating its community police academy program to educate the community about the department’s policing practices. The training should range from basic police orientation to ride-alongs with district police officers.	1	Evidence of consideration of reinvigorating community police academy program.	Yes
			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.	Yes
			3	Evidence of a range of training topics and outreach to engage community participation.	Yes
			4	Ongoing review and continuous improvement loop for training topics and participation.	Yes
Rec #	43.4	The SFPD needs to reach out to members of activist groups and those groups who are not fully supportive of the department to seek to develop areas of mutual concern and work towards trust building and resolution of shared issues.	1	Evidence of outreach to activist and other groups less supportive of policing.	Yes
			2	Plan to engage and issues identified to be addressed.	Yes
			3	Evidence of effort to collaborate building trust and resolving issues.	Yes



Finding #	44	The Professional Standards and Principled Policing Bureau’s mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented.	Compliance Measures	Status												
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.	<table border="1"> <tr> <td data-bbox="1211 448 1247 581">1</td> <td data-bbox="1247 448 1726 581">Designation of a command staff member to lead community policing effort.</td> <td data-bbox="1726 448 2047 581">Yes</td> </tr> <tr> <td data-bbox="1211 581 1247 711">2</td> <td data-bbox="1247 581 1726 711">Evidence of plan and action(s) to advance community policing within department.</td> <td data-bbox="1726 581 2047 711">Yes</td> </tr> <tr> <td data-bbox="1211 711 1247 841">3</td> <td data-bbox="1247 711 1726 841">Evidence of plan and action(s) to advance community policing in San Francisco communities.</td> <td data-bbox="1726 711 2047 841">Yes</td> </tr> <tr> <td data-bbox="1211 841 1247 964">4</td> <td data-bbox="1247 841 1726 964">Evidence of review and improvement process that evaluates community policing outreach effort.</td> <td data-bbox="1726 841 2047 964">Yes</td> </tr> </table>	1	Designation of a command staff member to lead community policing effort.	Yes	2	Evidence of plan and action(s) to advance community policing within department.	Yes	3	Evidence of plan and action(s) to advance community policing in San Francisco communities.	Yes	4	Evidence of review and improvement process that evaluates community policing outreach effort.	Yes	
1	Designation of a command staff member to lead community policing effort.	Yes														
2	Evidence of plan and action(s) to advance community policing within department.	Yes														
3	Evidence of plan and action(s) to advance community policing in San Francisco communities.	Yes														
4	Evidence of review and improvement process that evaluates community policing outreach effort.	Yes														
Rec #	44.2	The chief of police should empower the deputy chief of the Professional Standards and Principled Policing Bureau to create a strategy and plan to implement, with urgency, the Final Report of the President’s Task Force on 21st Century Task Force recommendations contained in Pillar Four and the recommendations in the CRI-TA assessment.	<table border="1"> <tr> <td data-bbox="1211 969 1247 1065">1</td> <td data-bbox="1247 969 1726 1065">Evidence of designation of PPSB deputy chief.</td> <td data-bbox="1726 969 2047 1065">Yes</td> </tr> <tr> <td data-bbox="1211 1065 1247 1161">2</td> <td data-bbox="1247 1065 1726 1161">Tasked with strategy and implementation plan.</td> <td data-bbox="1726 1065 2047 1161">Yes</td> </tr> <tr> <td data-bbox="1211 1161 1247 1291">3</td> <td data-bbox="1247 1161 1726 1291">Plan includes implementation of Pillar four recommendations in 21st Century Task Force.</td> <td data-bbox="1726 1161 2047 1291">Yes</td> </tr> <tr> <td data-bbox="1211 1291 1247 1385">4</td> <td data-bbox="1247 1291 1726 1385">Plan includes implementation of recommendations in Report.</td> <td data-bbox="1726 1291 2047 1385">Yes</td> </tr> </table>	1	Evidence of designation of PPSB deputy chief.	Yes	2	Tasked with strategy and implementation plan.	Yes	3	Plan includes implementation of Pillar four recommendations in 21st Century Task Force.	Yes	4	Plan includes implementation of recommendations in Report.	Yes	
1	Evidence of designation of PPSB deputy chief.	Yes														
2	Tasked with strategy and implementation plan.	Yes														
3	Plan includes implementation of Pillar four recommendations in 21st Century Task Force.	Yes														
4	Plan includes implementation of recommendations in Report.	Yes														



			5	Evidence of review or audit process to track progress of implementation effort.	Yes
Rec #	44.3	The SFPD should adequately resource the Professional Standards and Principled Policing Bureau to reflect the diversity of the community it serves and the officers of the SFPD in order to effectively coordinate community policing efforts throughout the city.	1	Assessment of the staffing and resource needs of the PSPPB. If inadequacies are identified, shortfall is presented to command for decision.	Yes
			2	PSPPB staff reflects department and community diversity.	Yes
			3	Practices and protocols directed at community policing efforts coordinated and monitored.	Yes
			4	Ongoing review and continuous improvement loop regarding effectiveness of community policing efforts.	Yes
Rec #	44.4	The SFPD, through the Principled Policing and Professional Standards Bureau, should engage and support all units by facilitating quarterly meetings among supervisors and managers to discuss cross-organizational goals and community policing plans and outcomes. These meetings should be supported by routine electronic engagement through a shared platform for sharing information.	1	Evidence that PSPP coordinates quarterly meetings of supervisors and managers.	Yes
			2	Evidence (e.g., agendas, minutes) that meetings focused on community policing plans and outcomes, cross-organizational goals.	Yes
			3	Electronic platform created and used to support routine engagement and information sharing.	Yes



			4	Ongoing review or audit process to determine meeting outcomes, effectiveness of the electronic platform, and organizational impact.	Yes
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Finding #	45	The SFPD is not focused on community policing efforts across the entire department.	Compliance Measures		Status
Rec #	45.1	The SFPD should expand community policing programs throughout the entire agency and ensure each unit has a written strategic plan embracing community policing and measurable goals and progress, regardless of the unit's specialty.	1	Evidence of community policing expansion throughout the department.	Yes
			2	Evidence that each unit has written strategic plan informed by contemporary police practices that embraces community policing.	Yes
			3	Evidence that unit plans have measurable goals and identify progress toward meeting the goals.	N/A <sup>34</sup>
			4	Review or audit process to evaluate unit community policing efforts.	Yes
Rec #	45.2	SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.	1	Identified plan and vision regarding video messages for community policing.	Yes

<sup>34</sup> Given the relative newness of the plan implementation, not all units have demonstrated plans that align with the measurement goals. The policy dictates this and the CED is prepared to further develop these actions as part of the year end review. Therefore, substantial compliance is in place.



			2	Video messages developed, with department leaders providing key messages.	Yes
			3	Evidence of use of video messages across the department.	No
<b>Rec #</b>	45.3	The SFPD should consider mandating annual community policing training to the entire agency.	1	Evidence of review of mandating annual community policing training.	Yes
			2	If adopted, identify training and implementation plan. If not, identify alternative approach.	Yes
			3	If adopted, review or audit process to evaluate training and implementation.	Yes

<b>Finding #</b>	<b>46</b>	<b>The SFPD does not collect data around community policing nor measure success within community policing functions and programs.</b>	<b>Compliance Measures</b>		<b>Status</b>
<b>Rec #</b>	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.	1	Evidence of a plan to prioritize data collection practices measuring community policing.	Yes
			2	Form or other process to collect community policing data.	Yes
			3	Establish policy, protocols, and training that ensure consistency in data collection and reporting.	Yes



			4	Evidence of audit or review process to confirm data collection and use by the department to improve community policing outreach.	Yes
<b>Rec #</b>	46.2	The SFPD should regularly assess existing community engagement programs to ensure effectiveness in a framework predicated upon sound measurement practices. Assessments should include input from participants and trusted community partners.	1	Data collection plan that aligns with community engagement goals.	Yes
			2	Evidence of regular assessment of community engagement programs.	Yes
			3	Assessment assures community engagement programs are based on sound management practices.	Yes
			4	Assessment includes input from participants and community partners.	Yes
			5	Ongoing review or audit process to evaluate the sound measurement practices and their effectiveness on community engagement.	Yes
<b>Rec #</b>	46.3	The SFPD should establish formal mechanisms to measure and support information sharing and the development of shared good practice among SFPD members, particularly district captains.	1	Establish formal process to measure and support information sharing.	Yes
			2	Evidence of plans and practices based upon shared good practice .	Yes
			3	Communication plan to ensure information and good practice is shared among members, captains.	Yes



			4	Review or audit process to ensure process of information and good practice sharing is institutionalized.	Yes
Rec #	46.4	The SFPD should create a feedback mechanism for community engagement events to determine efficacy, replicability, and depth of relationship with community partners. A community survey could be one feedback mechanism.	1	Evidence of a feedback process for community engagement events.	Yes
			2	Methods used to obtain input from the community.	Yes
			3	Evidence of review of survey to the community and the outcome.	Yes
Rec #	46.5	The SFPD should publish and post any community survey results.	1	Evidence of community survey, if conducted.	Yes
			2	Survey results published posted, and publicized, if survey conducted.	Yes

Finding #	47	The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.	Compliance Measures	Status	
Rec #	47.1	The department should conduct periodic surveys to measure whether the SFPD is providing fair and impartial treatment to all residents and to identify gaps in service (see recommendation 46.5).	1	Evidence of ongoing community surveys.	Yes
			2	Evidence of survey result evaluation to determine if department provides fair and impartial treatment.	Yes
			3	Evidence of survey result evaluation to identify gaps in service.	Yes





<b>Rec #</b>	47.2	The department should create easy points of access for community feedback and input, such as providing “community feedback” or “talk to your captain” links on its website and social media pages.	1	Creation of community feedback/input mechanisms.	Yes
			2	Points of access are communicated to and easily accessible to community.	Yes
			3	Evidence that such communications are reviewed and supported by the appropriate parties (e.g., the station captain).	Yes
			4	Ongoing and continuous review and improvement loop for process.	Yes
<b>Rec #</b>	47.3	The role of the Director of Community Engagement should be aligned with organizational communication and outreach to enhance overall messaging and community awareness of the SFPD’s community policing initiatives and ongoing programs.	1	Evidence of alignment of Director of Community Engagement with organizational communication and outreach.	Yes
			2	Evidence of efforts to enhance messaging and awareness of department community policing initiatives and ongoing programs.	Yes

<b>Finding #</b>	<b>48</b>	<b>The SFPD needs to develop a robust, broad-based community forum for input on policing priorities across all communities.</b>	<b>Compliance Measures</b>	<b>Status</b>
<b>Rec #</b>	48.1	The chief’s community forum groups—African American, Arab American, Asian Pacific Islander, Business, Hispanic, Interfaith, LGBT, Young Adults, Youth, and Youth Providers—need to be re-established and structured to	1 Review of existing community forums as well as outreach to other community stakeholders and groups to ensure inclusivity in terms of forum composition.	Not Yet Submitted to Hillard Heintze



		engage in problem solving and action regarding issues affecting the groups they represent.	2	Evidence that community forum groups have been re-established or established.	Not Yet Submitted to Hillard Heintze
			3	Evidence that groups are structured and tasked to engage in problem solving.	Not Yet Submitted to Hillard Heintze
			4	Evidence of focus on issues unique to each group.	Not Yet Submitted to Hillard Heintze
			5	Ongoing review or audit to ensure problems and issues are being addressed satisfactorily.	Not Yet Submitted to Hillard Heintze
<b>Rec #</b>	48.2	The department needs to develop an annual reporting and measurement process of the issues raised at the forum and the progress made by the group in resolving them.	1	Evidence of community forum group annual report(s).	Not Yet Submitted to Hillard Heintze
			2	Report identifies and tracks the issues raised by the forum groups.	Not Yet Submitted to Hillard Heintze
			3	Report provides the status or progress made in resolving issues raised by the groups.	Not Yet Submitted to Hillard Heintze

<b>Finding #</b>	<b>49</b>	<b>Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.</b>	<b>Compliance Measures</b>		<b>Status</b>
<b>Rec #</b>	49.1	The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.	1	Evidence that all personnel have completed community policing training, informed by contemporary	Yes



				policing practices and the Community Supporting Strategic Plan.	
			2	Evidence that all personnel have completed customer service and engagement training.	Yes
			3	Evidence of proficiency in training – e.g., a passing grade or completion.	Yes
			4	Ongoing improvement loop, including review or audit to ensure participation, learning needs review and follow up, when needed.	Yes
<b>Rec #</b>	49.2	Consideration should be given to using Field Training Officers to help develop and deliver training in the field regarding key community policing concepts as a way to augment and expand the training currently provided at the Training Academy.	1	Review and decision regarding use of field training officers to develop training on key community policing concepts.	Yes
			2	Training plan for community policing training delivered in the field if FTO are used, if not, explanation provided regarding the decision.	Yes
			3	Review to determine effectiveness of training support to field personnel on community engagement.	Yes
<b>Rec #</b>	49.3	The SFPD's training needs to expand beyond traditional community policing and include the foundation and concepts of procedural justice as related concepts.	1	Expand community policing training.	Yes
			2	Training to include procedural justice foundational concepts.	Yes



			3	Ongoing review/training improvement loop.	Yes
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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.	Compliance Measures		Status
Rec #	50.1	The SFPD should require all agency personnel to read the Final Report of the President’s Task Force on 21st Century Policing.	1	Policy requiring all agency personnel read Task Force Report.	Yes
			2	Audit/review to ensure adherence to policy requirement.	Yes
Rec #	50.2	The SFPD should encourage supervisors and captains to continue conversations on the Final Report of the President’s Task Force on 21st Century Policing through roll calls, in-service training, and community meetings.	1	Formal plan to encourage supervisors and captains to discuss Task Force Report to include a focus on other emerging best practices.	Yes
			2	Evidence of roll calls, in-service, community meetings as forums for such discussions.	Yes
			3	Review or audit to ensure ongoing discussions.	Yes

Finding #	51	Training curricula do not address the complex emerging community issues in the current law enforcement environment.	Compliance Measures		Status
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<b>Rec #</b>	51.1	The SFPD should provide procedural justice and explicit and implicit bias training to all department personnel including civilian staff. This training should become a permanent part of the Academy’s curriculum and should be reviewed with each officer during the department’s annual officer training sessions.	1	Plan to establish procedural justice and bias training, that is informed by best practices and scientific studies, as part of a permanent curriculum.	Yes
			2	Evidence of procedural justice training to all personnel.	Yes
			3	Evidence of explicit/implicit bias training to all personnel.	Yes
			4	Evidence of annual review with each officer.	Yes
			5	Review or audit to ensure ongoing compliance with training mandate.	Yes
<b>Rec #</b>	51.2	The SFPD should engage in peer-to-peer training exchanges for exposure to other departments’ training curricula to identify areas for potential improvement. Areas of focus should include de-escalation training, use of force training with a focus on the sanctity of life, impartial policing, and procedural justice.	1	Conduct periodic peer-to-peer training exchanges.	Yes
			2	Training exchanges focused on areas identified in recommendation.	Yes
			3	Identification of training exchange outcomes/potential training enhancements.	Yes
			4	Evidence of actions resulting from training exchanges/observations, if applicable.	Yes



Finding #	52	The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community.	Compliance Measures	Status
Rec #	52.1	The SFPD should review and strategically align resources to support the Homeless Outreach Teams, which are currently providing service to the homeless community.	1 Evidence of review/alignment of resources to support HOT teams.	Yes
			2 Strategy to prioritize or deliver services to homeless community.	Yes
			3 Review/audit to ensure ongoing provision of appropriate services.	Yes
Rec #	52.2	The SFPD should engage with the City and County of San Francisco to conduct joint strategic planning with all of its appropriate federal, state, and local partners to clearly define roles, responsibilities, and goals in continuing to address the issue of homelessness and ensure a more consistent and coordinated response to the needs of this growing segment of the city’s population.	1 Evidence of outreach and engagement with partners and community organizations to advocate for joint strategic planning.	Yes
			2 Evidence of joint strategic planning with partners to address homelessness.	Yes
			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.	Yes
			4 Ongoing review of effectiveness in reaching strategic goals and level of service delivery.	Yes



<b>Rec #</b>	52.3	The SFPD should engage in data collection and analysis to measure the effectiveness of strategies aimed at all community policing issues, particularly its response to the homeless community. The analysis should be part of an ongoing review and publication and reflect the commitment to greater transparency and community engagement.	1	Evidence of data collection 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.	Yes
			2	Evidence that analysis is ongoing and data and strategies are published in an accessible format.	Yes
			3	Evidence that data analysis results are used to drive strategic decisions.	Yes
			4	Review or audit to ensure process is ongoing and drives continued improvement.	Yes

<b>Finding #</b>	<b>53</b>	<b>The SFPD does not incorporate the tenets of community policing in its evaluation of employee performance.</b>	<b>Compliance Measures</b>	<b>Status</b>	
<b>Rec #</b>	53.1	Performance evaluations should include officers’ behaviors and efforts to meet the SFPD’s community policing goals of community engagement, positive police-community interaction, and problem resolution. Establishing consistent performance evaluations is covered under recommendation 79.1.	1	Develop performance metrics that include community engagement, positive interaction, and problem solving.	Yes
			2	Establish policy and practice for consistently measuring performance.	Yes
			3	Evidence of a continual improvement loop relative to performance metrics.	Yes



Finding #	54	The SFPD does not have multi-levels of awards and recognition that reward organizational values and goals, such as community engagement and recognition, discretion under duress, and strategic problem solving.	Compliance Measures	Status
Rec #	54.1	The SFPD should support and recognize proper exercise of power and authority with good community outcomes in addition to traditionally recognized acts of bravery.	1 Evidence that department considered expanding reward and recognition system.	Yes
			2 Evidence of award and recognition for officer decisions that result in de-escalation and good community outcomes.	Yes
Rec #	54.2	The SFPD should implement department-wide recognition for an officer of the month as one way to begin to advance a culture of guardianship and reward good community policing practices.	1 Establish a policy and plan to recognize officers for good community outcomes.	Yes
			2 Evidence of an officer of the month recognition for good community engagement practices.	Yes
			3 Evidence of leadership engagement that supports cultural value to the award.	Yes
			4 Evidence of ongoing review and assessment of the goals of the recommendation.	Yes





**CHAPTER 5 - ACCOUNTABILITY**

Finding #	55	The SFPD is not transparent around officer discipline practices. During the community listening sessions and interviews with community members, there was a consistently stated belief, especially in the African-American and Hispanic communities, that officers are not held accountable for misconduct.	Compliance Measures	Status
Rec #	55.1	The SFPD should expand its current reporting process on complaints, discipline, and officer-involved shootings to identify ways to create better transparency for the community regarding officer misconduct.	1 Develop a plan for expanded reporting process for actions regarding officer misconduct, discipline, and OIS.	Yes
			2 Identify ways to increase transparency in reporting complaints and providing the public with information about officer-involved shootings and disciplinary actions.	Yes
			3 Expand communication about complaint and discipline reviews to include the community.	Yes
			4 Expand OIS reporting to the community.	Yes
			5 Frame public reporting in a manner that reflects the future provisions of SB 1421.	Yes



			6	Update all relevant DGOs, trainings, and procedures as guided by best practices, as necessary.	No
			7	Establish an audit and review loop to assure goals are being met by including community feedback.	No
Rec #	55.2	Consistent with the current practice on Early Intervention System data, the SFPD should develop and report aggregate data regarding complaints against Department members, their outcome, and trends in complaints and misconduct for both internal and external publication.	1	Develop report standards.	Not Yet Submitted to Hillard Heintze
			2	Populate report with aggregate data, including trends and outcomes with respect to complaints and misconduct.	Not Yet Submitted to Hillard Heintze
			3	Publish report for internal and external publication.	Not Yet Submitted to Hillard Heintze

Finding #	56	The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community.	Compliance Measures		Status
Rec #	56.1	The SFPD should work with the DPA and Police Commission to minimize obstacles to transparency as allowed by law to improve communications to complainants and the public regarding investigation status, timeliness, disposition, and outcome.	1	Establish a routine meeting cadence with DPA and Police Commission.	Yes
			2	Identify strategies for improved communication to complainants and the public regarding the progress and conclusion of investigations, including outcomes.	Yes



			3	Publish information in accordance with developed strategy.	Yes
Rec #	56.2	The SFPD should allocate appropriate staff and resources to enhance community outreach initiatives and to incorporate customer service protocols for periodic follow-up and status communications with complainants for the duration of their open cases.	1	Assessment of staffing needs to support community outreach, customer service protocols, and communications with complainants.	Yes
			2	Establish a customer service protocol for complaints that includes status updates to complainants.	Yes
			3	Evidence that communications with complainants are occurring.	Yes
			4	Evidence of ongoing review improvement loop.	Yes
Rec #	56.3	The SFPD should work with the DPA to facilitate the same actions and outreach to the community as best suits the independence of the DPA.	1	Evidence of the support for the actions in Rec 56.1 and ongoing meetings to discuss the best way in which to facilitate communications regarding officer discipline matters.	Yes
			2	Encourage DPA to establish a protocol for outreach to communities to provide transparency around officer discipline.	Yes
Rec #	56.4	The SFPD should ensure that the DPA public complaint informational materials are readily available in the community and in particular prominently displayed in district stations for access by the public. These materials	1	Collaborate with DPA to provide input in developing materials that inform the diverse communities of San Francisco.	Yes



		should be designed to educate the public about confidentiality limitations on sharing investigative information to inform residents of the type of feedback they may reasonably expect, and they should be provided in multiple languages.	2	Establish policy/protocol for 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.	Yes
			3	Make certain that materials are available to the public.	Yes
<b>Rec #</b>	56.5	The SFPD should work with the DPA and the Police Commission to conduct community workshops on the complaint process and the roles and responsibilities of each agency relative to the overall process within nine months of the issuance of this report.	1	Concurrent with actions recommended in 56.1, draft a plan for workshop presentations.	Yes
			2	Deliver workshop presentation.	Yes
			3	Refresh outreach as needed.	Yes
<b>Rec #</b>	56.6	The SFPD should encourage the DPA and IAD to identify obstacles that interfere with optimal complaints investigations and accountability, with a goal of implementing changes to better support their intended missions.	1	Concurrent with actions recommended in 56.1, discuss challenges faced in investigations against police officers.	Yes
			2	Identify obstacles.	Yes
			3	Develop a plan and process to minimize and/or overcome the identified obstacles.	Yes
			4	Periodic review and assessment of the plan to determine its effectiveness in overcoming the identified obstacles.	Yes



Finding #	57	The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.	Compliance Measures	Status
Rec #	57.1	The SFPD needs to update its policies and educate personnel to appropriately recognize the importance of the first interaction between police personnel and members of the public who have complaints against the police.	1 Update policies regarding the critical nature of positive interactions with the public, specifically those who are complaining against a police officer.	Yes
			2 Provide training reinforcement regarding the need for positive first contacts with the public and complainants.	Yes
			3 Evidence of continuing review and improvement on this topic.	Yes
Rec #	57.2	The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.	1 Develop materials about how to register complaints against officers.	Yes
			2 Provide tools and information about filing complaints across all districts.	Yes
Rec #	57.3	The SFPD should ensure that all personnel are trained and educated on the public complaint process and the location for the appropriate forms.	1 Provide recruit training on complaint processes including how to inform the community about filing complaints.	Yes
			2 Provide roll call training on complaint processes and location of complaint forms.	Yes
			3 Ensure supervisors are trained and knowledgeable about complaint processes and location of complaint forms.	Yes



			4	Evidence that the training has been completed.	Yes
Rec #	57.4	The SFPD should develop “next steps” and “know your rights” handouts for complainants who file complaints at department facilities.	1	Concurrent with Rec. 56.1, 56.4, 56.5 & 57.2, develop standard information forms that address the realm of the complaint process, from initiation to closure.	Yes
			2	Ensure forms remain available to the public, both paper and electronically in multiple languages per SF policy.	Yes

Finding #	58	The SFPD does not have a tracking system for complaints received at a district station.	Compliance Measures		Status
Rec #	58.1	The SFPD should establish a record system for ensuring that complaints received at a district station are forwarded properly and in a timely matter to the DPA. E-mail and fax should be considered for ensuring delivery and creating a record.	1	Concurrent with Rec. 56.1, establish a trackable system for the registration of complaints at the district level.	Yes
			2	Audit process that tracks the proper and timely delivery of complaints to DPA.	Yes

Finding #	59	SFPD Internal Affairs Administrative Investigations and Internal Affairs Criminal Investigations are not effectively collaborating.	Compliance Measures		Status
Rec #	59.1	Members, including investigators, of the IA Administrative Unit and IA Criminal Investigations Unit should meet	1	Establish a routine meeting schedule in IA for all units.	Yes



	regularly to discuss processes, practices, and the flow of assigned cases to ensure that administrative violations are timely and properly addressed.	2	Keep agenda and track tasks assigned and their resolution specific to this recommendation.	Yes
		3	Review and monitor case completion for timely resolution of all investigations.	Yes
		4	Evaluate any cases that are not resolved in a timely manner or properly addressed for purposes of improving process.	Yes

Finding #	60	Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.	Compliance Measures	Status	
Rec #	60.1	The SFPD and DPA should jointly develop a case tracking system with sufficient security protections to assure independence that would identify each open investigation, where it is assigned, and the date the case expires for the purposes of compliance with California Government Code Section 3304(d)1, which requires the completion of an administrative investigation into misconduct within one year of the agency discovery.	1	Concurrent with Rec. 56.1, explore the options for a shared case tracking system.	Yes
			2	Ensure internal SFPD controls over accurate case tracking consistent with California law.	Yes
			3	Establish a plan and protocol for shared tracking of complaints against officers as they move through the internal discipline system.	Yes
Rec #	60.2	The SFPD and DPA should establish an investigative protocol within 120 days of the issuance of this report that	1	Established investigative protocol between SFPD and DPA.	Yes



		allocates specific time parameters for accomplishing investigative responsibilities and transfer of cases if criminal allegations are made against SFPD officers.	2	Protocol addresses time parameters and transfer requirements for criminal cases.	Yes
			3	Update relevant DGOs and procedures, as needed.	Yes
			4	Evidence of ongoing audit and/or review.	Yes
Rec #	60.3	Supervisors should be held accountable for ensuring timely transfer of cases to SFPD Internal Affairs Administrative Investigations from SFPD Internal Affairs Criminal investigations when appropriate.	1	Establish a protocol and policy regarding the transfer of cases including time constraints that allow investigation within the parameters of the requirement of California Government Code Section 3304(d)1.	Yes
			2	Ensure training on policy in a manner that will quickly and thoroughly inform members	Yes
			3	Task supervisors with responsibility for ensuring timely transfer of cases.	Yes
			4	Conduct internal review and reporting around compliance with policy.	Yes
			5	Evidence of supportive and remedial action if deficiencies are found.	Yes

Finding #	61	The SFPD’s Internal Affairs Division does not have standard operating procedures or templates for investigation reporting.	Compliance Measures	Status
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<b>Rec #</b>	61.1	The SFPD should develop a Standard Operating Procedures Manual detailing the scope of responsibility for all functions within the IAD. Standard operating procedures should provide guidance and advice on conflict reduction, whether internal or external to the SFPD.	1	Task development of an IA SOP.	Yes
			2	Ensure appropriate procedures for conflict resolution – e.g., when cases are assigned to DPA, IA admin or IA crime.	Yes
			3	Train all staff on the policy.	Yes
			4	Audit and/or review loop as to unit compliance.	Yes
<b>Rec #</b>	61.2	The SFPD must establish clear responsibilities and timelines for the progression of administrative investigations, and supervisors should be held to account for ensuring compliance.	1	Concurrent with Rec 61.1, establish responsibilities and timelines for investigations and supervisors.	Yes
			2	Audit and/or review loop as to unit compliance.	Yes
			3	Evidence of supportive and remedial action if deficiencies are found.	Yes

<b>Finding #</b>	<b>62</b>	<b>Files stored with the SFPD’s Internal Affairs Division are secured, but compelled statements are not isolated.</b>	<b>Compliance Measures</b>	<b>Status</b>
<b>Rec #</b>	62.1	The SFPD needs to establish standard operating procedures for maintaining file separation and containment of criminal investigations. This is critical to ensuring that	1 Concurrent with Rec 61.1, establish a protocol and SOP to ensure file separation for criminal and administrative investigations.	Yes



		officers' rights are protected and that criminal investigations can be fully investigated.	2	Task supervisor with review and oversight of this aspect of investigation.	Yes
			3	Review loop and evidence of supportive and remedial action if deficiencies are found.	Yes

Finding #	63	The SFPD does not fully support members performing internal affairs functions.	Compliance Measures		Status
Rec #	63.1	The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.	1	Policy and protocols emphasize the role of IAD and its importance to the organization.	Yes
			2	Establish policy and protocols that require cooperation by members of the department.	Yes
			3	Review/improvement loop to ensure IAD investigators are receiving cooperation.	Yes
Rec #	63.2	The SFPD should continue to implement the tenets of procedural justice and ensure training include instruction on the importance of the IAD's functions to the integrity of the department and connection to the community.	1	Develop clear messaging on the role of IAD and its ties to the tenants of procedural justice in training.	Yes
			2	Provide training regarding internal investigations and the role of organizational accountability.	Yes



<b>Rec #</b>	63.3	SFPD leadership should demonstrate its support of the IAD’s role and responsibility within the department and provide recognition and support for good investigative practices.	1	Establish consistent leadership messaging as part of Rec 63.2 to help develop a culture of accountability.	Yes
			2	Establish formal recognition practices for the work of the IAD and good investigations.	Yes

<b>Finding #</b>	<b>64</b>	<b>The SFPD does not routinely collaborate with the Office of Citizen Complaints.</b>	<b>Compliance Measures</b>		<b>Status</b>
<b>Rec #</b>	64.1	The SFPD should convene a joint review process within 90 days of the issuance of this report, co-chaired by DPA and SFPD senior staff, to evaluate existing complaint and disciplinary processes, policies, and liaison relationships to enhance trust and legitimacy around these issues.	1	Establish a plan and protocol for ongoing, task-driven collaboration between the SFPD and the DPA.	Yes
			2	Establish a joint review process to examine inefficiencies, policy gaps and protocols for the complaint system	Yes
			3	Continuous improvement loop documenting progress and tasking of the joint review process.	Yes
<b>Rec #</b>	64.2	The SFPD should immediately accept DPA’s recommendation, as reported in the First Quarter 2016 Sparks’ Report, to convene quarterly meetings between DPA staff and SFPD staff.	1	Immediately establish quarterly meetings with DPA to address the Sparks’ Report.	Yes
			2	Audit loop or management review regarding the convening of the quarterly meetings.	Yes



Rec #	64.3	The SFPD should seek to improve interagency communications and identify ways of improving collaboration on investigative practices to ensure timely conclusion of investigations, shared information on prior complaints and finding of misconduct, and appropriate entry of discipline, designed to improve the overall discipline system that holds officers to account.	1	Concurrent with Rec 64.2, as part of the joint review process, establish shared protocols for investigations.	Yes
			2	Concurrent with Rec 64.2, explore ways to better collaborate on investigative practices and administration of investigations.	Yes
			3	Evidence of evaluation process and improvement loop	Yes
Rec #	64.4	The SFPD should work with DPA to develop standards within 120 days of the issuance of this report regarding timeliness of complaint investigations, and consistency of investigative findings and practices to ensure progressive discipline is appropriately recommended.	1	Identify gaps and challenges to a) timely investigations and b) practices to ensure progressive discipline is appropriately recommended.	Yes
			2	Establish timelines for investigative stages and provide shared information regarding the meeting of those timelines.	Yes
			3	Continuous improvement loop regarding timely investigations, progressive discipline, and shared information as appropriate.	Yes
Rec #	64.5	The SFPD should engage with DPA to ensure that the classification for complaints and their findings are reported consistently between the two agencies to ensure better transparency.	1	Collaborate with DPA on a shared, standard joint protocol for the classification of complaints.	Yes
			2	Train SFPD personnel on classification.	Yes



			3	Offer a shared training session with DPA to better facilitate proper classification.	Yes
			4	Ensure that SFPD follows the classification through audit and/or review process.	Yes
			5	Audit and/or review to inform the Police Commission and DPA when DPA does not adhere to the classification standards.	Yes

Finding #	65	The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions.	Compliance Measures	Status	
Rec #	65.1	The SFPD should develop a department-internal priority to regularly review and analyze DPA complaint reporting to identify priorities for intervention in terms of workforce culture, training, policy clarification, or leadership development.	1	Establish a data collection and review plan for DPA complaints.	Yes
			2	Task personnel with review and analysis.	Yes
			3	Share internally the trends and issues identified.	Yes
			4	Continuous improvement loop as to the issues identified.	Yes
			5	Evidence of identification of and response to issues and trends.	Yes



<b>Rec #</b>	65.2	The SFPD should raise district captains' awareness of this information by requiring IAD to present a trends analysis report of DPA case activity, emerging issues, and concerns at CompStat meetings every quarter.	1	Concurrent with Rec 65.1, share the analysis and trend information with District Captains.	Yes
			2	Task captains with addressing the trends and issues.	Yes
			3	Evaluate success of the measures to address complaint trends at CompStat meetings every quarter. <sup>35</sup>	N/A
			4	Evidence of tasking and response at the district level to the trends and issues.	Yes
			5	Continuous improvement loop.	Yes

<b>Finding #</b>	<b>66</b>	<b>The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.</b>	<b>Compliance Measures</b>	<b>Status</b>	
<b>Rec #</b>	66.1	The SFPD should meet with DPA on a quarterly basis following the release of the Sparks Report to discuss the recommendations.	1	Establish quarterly meetings with DPA.	Yes
			2	Provide record of discussion of the Sparks Report recommendations.	Yes
			3	Audit loop regarding progress of the quarterly meetings.	Yes

<sup>35</sup> The department has elected to review these at management meetings, achieving the same outcome and is therefore in substantial compliance.



<b>Rec #</b>	66.2	The SFPD should make it mandatory for the Professional Standards and Principled Policing Bureau to review the Sparks Report and direct action where appropriate.	1	Establish PSPPB policy and procedure requiring review of Sparks Report.	Yes
			2	Identify follow through requirements for SFPD, where appropriate.	Yes
			3	Evidence of PSPPB direction to address Sparks Report actions.	Yes
			4	Audit and/or review loop as to unit actions in response.	Yes
<b>Rec #</b>	66.3	The SFPD should provide twice-yearly reports to the Police Commission regarding actions resulting from the Sparks Report, including whether the DPA recommendation is supported and a timeline for implementation or correction to existing practice and policy.	1	Establish policy and procedure for reporting of Sparks Report actions by SFPD.	Yes
			2	Evidence of actions regarding Sparks Report recommendations to include timeline for implementation or action that occurred, where appropriate.	Yes
			3	Evidence of reporting to the Police Commission regarding Sparks Report actions by the SFPD.	Yes
			4	Audit and review loop as to the process and progress.	Yes



Finding #	67	The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct.	Compliance Measures	Status	
Rec #	67.1	The SFPD must work to develop practices that measure, analyze, and assess trends in public complaints and employee misconduct.	1	Concurrent with the actions 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.	Yes
			2	Trend analysis information should be measured and shared at quarterly CompStat meetings.	Yes
			3	Evidence of data analysis and sharing.	Yes
Rec #	67.2	Supervisors should be provided with quarterly reports that integrate individual actions, as is currently reported by the Early Intervention Systems Unit, with aggregated information that provides complaint and misconduct data trends for the watch, district, and city.	1	Provide reports to supervisors with both EIS and active complaint and misconduct information for subordinates.	Yes
			2	Provide information to supervisors on a quarterly basis.	Yes
			3	Discuss trends and actions at quarterly CompStat meetings, concurrent with Rec 67.1.	N/A <sup>36</sup>

<sup>36</sup> The department shares this information at management meetings rather than at CompStat and remains in substantial compliance with the recommendation's intent.





Finding #	68	<p>The SFPD has poor data collection and analysis, which significantly impacts effective overall organization management and accountability.</p> <p>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.</p>	Compliance Measures	Status
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.	<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>	<p>Not Yet Submitted to Hillard Heintze</p> <p>Not Yet Submitted to Hillard Heintze</p> <p>Not Yet Submitted to Hillard Heintze</p> <p>Not Yet Submitted to Hillard Heintze</p> <p>Not Yet Submitted to Hillard Heintze</p>
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.	<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> </ol>	<p>Yes</p> <p>Yes</p>



			3	Establish a policy and procedure regarding supervisory review of data collected and reported.	Yes
			4	Review/audit process established to review information collected at the officer and supervisor levels.	Yes
			5	Evidence of supportive and remedial action if deficiencies are found.	Yes
			6	Ongoing audit and/or review loop to address trends and other issues.	Yes
<b>Rec #</b>	68.3	The SFPD should increase transparency by collecting and providing data, policies, and procedures to the public in multiple languages relevant to the local community through official SFPD website and municipal open data portals.	1	Establish a formal policy to transparency in data.	Yes
			2	Support the policy through procedures and protocols.	Yes
			3	Develop a communication strategy that allows the public informed easy access, including website and municipal open data portals.	Yes
			4	Ensure the communication strategy incorporates a variety of languages in use in San Francisco.	Yes



Finding #	69	The SFPD does not consistently apply the principles of procedural justice.	Compliance Measures	Status
Rec #	69.1	SFPD leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. The Police Commission, DPA, IAD, and POA leadership should be partners in this process.	1 Convene an internal discipline stakeholder group to address the specific administrative practices that attach to internal investigations.	Yes
			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.	Yes
			3 Strategy to incorporate procedural justice into the internal investigation process.	Yes
			4 Continuous improvement loop.	Yes
Rec #	69.2	The SFPD should task a committee to review internal discipline on a quarterly basis to assure the fairness and impartiality of the process overall and particularly to ensure that there is not bias in determination and application of discipline. This analysis should be multi-levelled to include aggregate data, trend analysis, and outcome impact on officer demographics including prior discipline and adherence to the discipline matrix.	1 Establish a committee to identify key data variables to examine in support of fair and impartial discipline.	Not Yet Submitted to Hillard Heintze
			2 Provide quarterly analysis of the data variables to identify trends, including potential bias, in discipline outcomes.	Not Yet Submitted to Hillard Heintze
			3 Identify potential negative trends including bias and apply corrective action.	Not Yet Submitted to Hillard Heintze
			4 Review and evidence of corrective action.	Not Yet Submitted to Hillard Heintze



<b>Rec #</b>	69.3	The SFPD should report annually to the Police Commission the analysis of discipline including officer demographics and prior discipline histories.	1	Develop an annual report from the data developed in Rec 69.2.	Not Yet Submitted to Hillard Heintze
			2	Share this data with the Police Commission.	Not Yet Submitted to Hillard Heintze

<b>Finding #</b>	<b>70</b>	<b>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>	<b>Compliance Measures</b>		<b>Status</b>
<b>Rec #</b>	70.1	The SFPD should work with the Police Commission to develop a nimble process for reviewing and approving existing and new Department General Orders that supports policing operations with codified, transparent policies.	1	Establish a plan that allows for triage regarding DGO modification - critical need; operational need; and update.	Yes
			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.	Yes
			3	Develop a task flow that establishes timelines for submission, review and approval of DGOs that is more nimble than previous processes.	Yes
			4	Continuous review and improvement loop.	Yes
<b>Rec #</b>	70.2	The SFPD should commit to updating all Department General Orders in alignment with current laws and	1	Develop a plan and process to update the DGOs based upon priorities every three years.	Yes



		statutes, community expectations, and national best practices every three years.	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.	Yes
			3	Monitor and track progress regarding DGO updates.	Yes
			4	Continuous improvement loop that is informed by contemporary policing best practices.	Yes
<b>Rec #</b>	70.3	Prior to promulgation of policies and procedures, the SFPD should ensure that comments are sought from members and units most affected by any practice, policy, or procedure during the initial stages of development.	1	Identify unit level experts for opinion and input in the development of DGOs.	Yes
			2	Develop a tracking system to log and reconcile expert input.	Yes
<b>Rec #</b>	70.4	Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.	1	Establish a policy and practice on external input solicitation.	Yes
			2	Use a tracking system similar to that identified in Rec 70.3 to track and reconcile external comments.	Yes
			3	Establish review loop to ensure the concepts of procedural justice apply.	Yes



Finding #	71	The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins.	Compliance Measures	Status	
Rec #	71.1	The SFPD needs to work with the Police Commission to create a process to make timely and necessary updates to key policies.	1	Develop a strategy and plan to more rapidly update policies, consistent with the recommendations in Finding 70.	Yes
			2	Evidence of a plan.	Yes
			3	Continuous improvement loop.	Yes
Rec #	71.2	The SFPD should develop a general order review matrix predicated upon area of risk, operational need, and public concern to allow for timely update and review of prioritized orders.	1	Establish the matrix for review.	Yes
			2	Publish a general order codifying the practices established under the recommendations for Finding 70.	Yes
			3	Continuous improvement loop.	Yes

Finding #	72	Department Bulletins are used as a workaround for the Department General Order approval process.	Compliance Measures	Status	
Rec #	72.1	The SFPD should present all Department Bulletins that substantively change or countermand a Department General Order to the Police Commission before implementation and publish them on their website after approval is received.	1	Concurrent with the recommendations in Finding 70, establish a nimble process for the introduction of planned Department Bulletins to the Police Commission.	Yes
			2	Publish Department Bulletins on the SFPD website to support transparency in practices.	Yes



<b>Rec #</b>	72.2	All Department Class A Bulletins and any Department Bulletin that modifies an existing Department General Order should be posted on the SFPD’s website.	1	Identify all Class A bulletins and bulletins that modify an existing DGO.	Yes
			2	Publish all identified DBs on the SFPD website so that the information is easily accessed by the public.	Yes
<b>Rec #</b>	72.3	The SFPD should limit the use of Department Bulletins to short-term direction and eliminate the authority to continue a Department Bulletin after two years.	1	Develop a policy that sunsets any DB after two years.	Yes
			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.	Yes
			3	Continuous review and audit loop.	Yes

<b>Finding #</b>	<b>73</b>	<b>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>	<b>Compliance Measures</b>	<b>Status</b>	
<b>Rec #</b>	73.1	The SFPD should develop a mechanism by which to track when a Department General Order or Department Bulletin has been accessed and acknowledged by a SFPD member.	1	Identified process to track receipt and acknowledgement of DGOs and bulletins.	Yes
			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.	Yes



			3	Evidence of supportive and remedial action if deficiencies are found.	Yes
			4	Ongoing review and/or audit loop regarding access and acknowledgement.	Yes
Rec #	73.2	Once a mechanism is established, the SFPD should create a protocol for notification, non-compliance, and accountability.	1	Establish policy regarding discipline outcome for non-compliance in acknowledging department policy notifications.	Yes
			2	Evidence of action taken to hold personnel accountable and remedial measures for non-compliance, when identified.	Yes
			3	Continuous review and/or audit loop.	Yes

Finding #	74	The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.	Compliance Measures		Status
Rec #	74.1	The SFPD should conduct a thorough and structured approach when creating new policies and procedures via Department Bulletins.	1	Establish a strategy and plan that reviews DBs for training and implementation needs.	Yes
			2	Assess publication of new DBs to ensure adherence to policy.	Yes
			3	Continuous review and implementation loop.	Yes





<b>Rec #</b>	74.2	The SFPD should ensure that Bulletins are accompanied by appropriate training, supervision, and consistent reinforcement of the intended purpose of the policies.	1	Provide necessary training collateral for the appropriate level of training, e.g., roll call, individual awareness, and other needs.	Yes
			2	Ensure supervisors acknowledge and consistently reinforce new policies.	Yes
			3	Continuous review and implementation loop.	Yes

<b>Finding #</b>	<b>75</b>	<b>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>	<b>Compliance Measures</b>		<b>Status</b>
<b>Rec #</b>	75.1	The SFPD should task the Principled Policing and Professional Standards Bureau with overall responsibility for development, maintenance, training, and implementation planning for Department General Orders.	1	Task the PSPP with overall responsibility for DGOs.	Yes
			2	Establish policy and procedures for advancing DGOs.	Yes
<b>Rec #</b>	75.2	The Written Directives Unit should be tasked to work with subject matter experts from DPA and the Police Commission to ensure policies are adopted in a timely manner and appropriately updated.	1	Task the WDU to support the recommendations in Finding 70 and 71 to facilitate timely update of DGOs.	Yes
<b>Rec #</b>	75.3	The Written Directives Unit should be sufficiently staffed with personnel and resources to enable the unit to function	1	Establish a strategy to staff the Written Directives Unit with sufficient staff.	Yes



		as the project managers for Department General Orders at the direction of the Police Commission.	2	Develop and implement policy and procedures to support a Project Manager approach to the development of DGOs.	Yes
			3	Ongoing and continuous improvement loop for process.	Yes

Finding #	76	Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible.	Compliance Measures		Status
Rec #	76.1	Department General Orders and Department Bulletins should be stored in a searchable digital central repository for ease of access by officers and for administrative purposes.	1	Establish a plan and timeline for the development of an electronic library for DGOs and DBs.	Yes
			2	Task WDU with updates and maintenance of electronic library.	Yes
			3	Establish continuous review and update of library.	Yes
Rec #	76.2	The SFPD should provide department members access to an online electronic system for Department General Orders and Department Bulletins to provide timely updates, cross-referencing, and reporting and monitoring capabilities for managers.	1	Publish an electronic library of DGOs and DBs, concurrent with Rec 76.1.	Yes
			2	Provide training on how to use and access library.	Yes



Finding #	77	The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.	Compliance Measures	Status
Rec #	77.1	The SFPD should prioritize auditing as a means to ensure organizational accountability and risk management and develop mechanisms to support such practices.	1 Identify key risks and operational issues within the SFPD and the individual units.	Yes
			2 Develop a plan and strategy for audit and management review within the SFPD.	Yes
			3 Implement the plan.	Yes
			4 Continuous review and improvement loop.	Yes
Rec #	77.2	The SFPD should develop an auditing plan and schedule for both routine and risk audits within 90 days of issuance of this report. Staffing, resources, and training need to be allocated to the process to ensure an active and robust auditing schedule.	1 Implement the plan identified in Rec 77.1.	Yes
			2 Identify staffing and resource needs to ensure appropriate implementation.	Yes
			3 Establish an audit schedule for routine and risk audits.	Yes
			4 Continuous review and improvement loop, including evidence that the schedule is being met.	Yes



Finding #	78	The SFPD does not engage in any outside evaluations of its practices, data, or reporting.	Compliance Measures	Status												
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.	<table border="1"> <tr> <td>1</td> <td>Partner with academic institutions</td> <td>Yes</td> </tr> <tr> <td>2</td> <td>Evidence of the partnerships going forward.</td> <td>Yes</td> </tr> <tr> <td>3</td> <td>Tracking of evaluations of practices, data, reporting and reform progress.</td> <td>Yes</td> </tr> <tr> <td>4</td> <td>Continuous review and improvement loop.</td> <td>Yes</td> </tr> </table>	1	Partner with academic institutions	Yes	2	Evidence of the partnerships going forward.	Yes	3	Tracking of evaluations of practices, data, reporting and reform progress.	Yes	4	Continuous review and improvement loop.	Yes	
1	Partner with academic institutions	Yes														
2	Evidence of the partnerships going forward.	Yes														
3	Tracking of evaluations of practices, data, reporting and reform progress.	Yes														
4	Continuous review and improvement loop.	Yes														

Finding #	79	Evaluation of employee performance is not an institutionalized practice in the SFPD.	Compliance Measures	Status												
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.	<table border="1"> <tr> <td>1</td> <td>Establish/re-establish a policy or procedure to conduct regular performance evaluations.</td> <td>Not Yet Submitted to Hillard Heintze</td> </tr> <tr> <td>2</td> <td>Ensure that policy or procedure allows for variation based upon role tasking and unit tasking.</td> <td>Not Yet Submitted to Hillard Heintze</td> </tr> <tr> <td>3</td> <td>Tailor performance evaluations to goals, objectives, functions and organizational strategy.</td> <td>Not Yet Submitted to Hillard Heintze</td> </tr> <tr> <td>4</td> <td>Establish policy and practice for performance evaluations.</td> <td>Not Yet Submitted to Hillard Heintze</td> </tr> </table>	1	Establish/re-establish a policy or procedure to conduct regular performance evaluations.	Not Yet Submitted to Hillard Heintze	2	Ensure that policy or procedure allows for variation based upon role tasking and unit tasking.	Not Yet Submitted to Hillard Heintze	3	Tailor performance evaluations to goals, objectives, functions and organizational strategy.	Not Yet Submitted to Hillard Heintze	4	Establish policy and practice for performance evaluations.	Not Yet Submitted to Hillard Heintze	
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2	Ensure that policy or procedure allows for variation based upon role tasking and unit tasking.	Not Yet Submitted to Hillard Heintze														
3	Tailor performance evaluations to goals, objectives, functions and organizational strategy.	Not Yet Submitted to Hillard Heintze														
4	Establish policy and practice for performance evaluations.	Not Yet Submitted to Hillard Heintze														



			5	Conduct regular performance evaluations.	Not Yet Submitted to Hillard Heintze
			6	Ongoing review and audit that evaluations are conducted.	Not Yet Submitted to Hillard Heintze
			7	Overall review of the evaluation process and improvement loop.	Not Yet Submitted to Hillard Heintze
<b>Rec #</b>	79.2	SFPD leadership needs to create a system to ensure that all personnel are being evaluated at least twice a year.	1	Establish/re-establish a policy of twice yearly performance evaluations.	Not Yet Submitted to Hillard Heintze
			2	Audit for adherence.	Not Yet Submitted to Hillard Heintze
			3	Hold personnel to account for compliance with evidence of remedial measures as necessary.	Not Yet Submitted to Hillard Heintze
			4	Continuous improvement loop.	Not Yet Submitted to Hillard Heintze
<b>Rec #</b>	79.3	The SFPD should use performance evaluations as an evaluation factor in promotions.	1	Work with the City HR to factor in performance evaluations for promotions.	Not Yet Submitted to Hillard Heintze

<b>Finding #</b>	<b>80</b>	<b>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>	<b>Compliance Measures</b>	<b>Status</b>
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Rec #	80.1	The SFPD should create a policy governing the reporting of criminal activity and administrative misconduct uncovered during any type of covert investigation. Such policies will prepare the department for complex legal situations with multijurisdictional responsibilities for either criminal or administrative investigations into officer conduct.	1	Establish an internal policy and protocol for ongoing criminal investigations into SFPD officers.	Yes
			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.	Yes
Rec #	80.2	Clear communication protocols, responsibilities, and roles need to be established among the key partners responsible for investigations into criminal conduct and address administrative misconduct by officers.	1	Establish internal communications and investigations protocols and procedures regarding investigations into officers.	Yes
			2	Train detectives, IA and DPA personnel on the internal and external policies and procedures regarding investigations into police officers.	Yes
			3	Continuous review and improvement loop.	Yes
Rec #	80.3	The SFPD should develop clear and defined policies and protocols to address reporting and confidentiality requirements for officers investigating criminal activity and administrative misconduct of other police officers uncovered during any type of investigation.	1	Establish policy regarding how and when officer criminal conduct is to be disclosed when uncovered as part of any SFPD investigation.	Yes
			2	Ensure appropriate training to all investigative officers within the SFPD.	Yes
			3	Identify specific consequences for failure to adhere to disclosure policies.	Yes



			4	Ongoing review and audit.	Yes
			5	Evidence of remedial actions if warranted.	N/A <sup>37</sup>

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<sup>37</sup> During the CRI period no SFPD officer has been charged with misconduct related to this recommendation. The policy is in place to address such conduct.



**CHAPTER 6 - RECRUITMENT, HIRING AND PERSONNEL PRACTICES**

Finding #	81	Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool.	Compliance Measures	Status
Rec #	81.1	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.	1 Hiring and background standards publicly available and easily accessible to community.	Yes
			2 Hiring and background standards detailed in a clear manner.	Yes
			3 Evidence of activities and resources (e.g., pamphlets, social media outreach, etc.) to support candidate preparation.	Yes
			4 Ongoing review and continuous improvement loop established.	Yes
Rec #	81.2	The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.	1 Establish data collection plan for demographics.	Yes
			2 Collect for each hiring process stage.	Yes
			3 Internally and externally publish statistics annually.	Yes
Rec #	81.3		1 Develop data collection plan to collect, track and report applicant data	Yes





	<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>		– including how and where applicants engage in the recruiting process.	
		2	Evidence of robust data tracking and department use of data at each phase of the process.	Yes
		3	Reports using data for all categories identified in the recommendation.	Yes
		4	Ongoing review and/or audit for identification of trends, issues, process adjustments, etc.	Yes

Finding #	82	The SFPD does not fully engage its applicants throughout the hiring process	Compliance Measures	Status
Rec #	82.1	The SFPD should develop an active social media and website presence to entice qualified candidates and keep them engaged throughout the application process.	1 Evidence of social media posts/website material/other activities conducted to attract candidates.	Yes
			2 Evidence of process and practices for maintaining engagement of candidates.	Yes



			3	Feedback mechanism established to determine efficacy of outreach tools and applicant engagement.	Yes
			4	Ongoing review of results and continuous improvement loop established.	Yes
Rec #	82.2	The SFPD should consider creating information boards and “applicant only” websites and providing ongoing updates and department information to applicants during the hiring process.	1	Consideration of information boards and applicant websites.	Yes
			2	Plan to update and advise applicants during the process.	Yes
			3	Evidence of ongoing updates during the applicant process.	Yes

Finding #	83	The SFPD is not administering a physical ability test (PAT).	Compliance Measures	Status	
Rec #	83.1	The SFPD should work with City HR to reinstitute a valid PAT that is aligned with current policing and state POST requirements within 180 days of this report.	1	Evidence that department collaborated with City HR to reinstitute a PAT.	Yes
			2	PAT requirements comport with state POST requirements.	Yes
			3	Evidence that standard PAT practices were reviewed and incorporated, if appropriate, prior to reinstating PAT.	Yes



			4	Evidence that efforts with City HR to reinstitute PAT occurred prior to April 12, 2017.	Yes
			5	Ongoing review of PAT practices and continuous improvement loop established.	Yes
<b>Rec #</b>	83.2	The SFPD should continuously evaluate the PAT process to ensure no unintended impact for any of the diverse candidates it seeks to hire.	1	Ongoing review of PAT process for unintended impacts/outcomes and continuous improvement loop established.	Yes

<b>Finding #</b>	<b>84</b>	<b>SFPD recruitment and hiring practices are disjointed.</b>	<b>Compliance Measures</b>		<b>Status</b>
<b>Rec #</b>	84.1	The SFPD should reorganize its recruitment and hiring practices under one bureau to provide cohesion and ensure resources are strategically used toward recruiting and hiring goals.	1	Single SFPD Bureau established for recruitment and hiring.	No <sup>38</sup>
			2	Evidence of strategy addressing bureau goals, objectives, resource use, etc.	Yes
			3	Ongoing review of bureau strategy and continuous improvement loop established.	Yes
<b>Rec #</b>	84.2	The SFPD should establish a recruiting and hiring committee to continuously improve and streamline	1	Recruiting/hiring committee established.	Yes

<sup>38</sup> SFPD elected to keep recruiting in another Bureau but demonstrated a joined up approach to managing the lifecycle of a recruit applicant to candidate, achieving substantial compliance.



		processes for applicants. The process should be as user-friendly as possible.	2	Evidence of actions undertaken to improve and streamline applicant processes.	Yes
			3	Evidence of actions undertaken to support a user-friendly applicant process.	Yes
			4	Recruitment and Hiring Committee conducts continuous review/improvement loop.	Yes

Finding #	85	The SFPD’s Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.	Compliance Measures		Status
Rec #	85.1	The SFPD should continue supporting and overseeing this initiative and ensure the Recruitment Unit continues to implement best practices for recruitment, training, and outreach to improve diversity and cultural and linguistic responsiveness of the SFPD.	1	Evidence of continued oversight and support of recruitment activities.	Yes
			2	Ongoing review of best practices for recruitment, training and outreach, and continuous improvement loop established.	Yes
			3	Evidence that recruitment activities support diversity, cultural and linguistic goals.	Yes
			4	Establish measures for determining effectiveness of recruitment activities.	Yes



Rec #	85.2	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.	1	Evidence of consideration of assigning more community outreach and recruiting officers to support recruitment efforts.	Yes
			2	If decided to act, resources used to support recruitment efforts/engagement with underrepresented communities.	Yes
			3	If decided to act, establish measures for determining effectiveness of recruitment activities.	Yes
Rec #	85.3	The SFPD should expand its community partnerships and outreach to create a community ambassador program to identify and train community leaders to aid in the SFPD's recruitment process.	1	Plan for an ambassador program, including roles and responsibilities.	Yes
			2	Conduct outreach and identify community leaders that include diverse perspectives.	Yes
			3	Training for ambassador program.	Yes
			4	Implementation of ambassador program.	Yes
			5	Continuous improvement loop.	Yes
Rec #	85.4	The SFPD should explore approaches to measure or validate the effectiveness of their recruitment outreach and	1	Plan measure effectiveness of recruitment outreach and events.	Yes



		events. The SFPD could do a community satisfaction survey or conduct GIS analysis to see whether all communities have access to these events.	2	Survey or engagement with communities to identify recruiting efforts.	Yes
			3	Review of GIS analysis as an option.	Yes
			4	Evidence of review and analysis of recruitment outreach.	Yes
			5	Continuous improvement loop – indicative of analysis and response.	Yes

Finding #	86	The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.	Compliance Measures	Status	
Rec #	86.1	The SFPD should staff the Background Investigation Unit with full-time investigative personnel who have the required training and requisite experience and who are invested in the area of investigations.	1	Background Investigations Unit staffed with full-time investigative personnel.	Yes
			2	Investigative staff have requisite training and experience to conduct backgrounds.	Yes
			3	Performance indicators or measures established for Unit investigative personnel to support professional task investment.	Yes



<b>Rec #</b>	86.2	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.	1	Evidence of review and activities, if needed, to ensure diversity of background investigative staff.	Yes
			2	Evidence of continued oversight and review to ensure diversity of investigators.	Yes

<b>Finding #</b>	<b>87</b>	<b>The Background Investigation Unit lacks valid performance measures to evaluate background investigators.</b>	<b>Compliance Measures</b>		<b>Status</b>
<b>Rec #</b>	87.1	The Background Investigation Unit should continue the process of developing and implementing performance measures to evaluate the unit’s investigators in terms of outcomes such as length of investigations, timeliness of investigations, numbers of contacts with the applicant, consistency of investigative approach, and hiring recommendations.	1	Evidence of ongoing review and development of performance measures.	Yes
			2	Specific performance measures identified and outlined in unit policy as identified in the recommendation.	Yes
			3	Implementation of performance measures.	Yes
			4	Ongoing improvement loop.	Yes
<b>Rec #</b>	87.2	The SFPD should evaluate the overall background investigation process including the demographics of	1	Evidence of a whole program review of the background investigation process.	Not Yet Submitted to Hillard Heintze



	candidates interviewed and progressed for hiring decisions.	2	Breakdown of demographics of candidates interviewed and progressed.	Not Yet Submitted to Hillard Heintze
		3	Evidence of ongoing review and improvement.	Not Yet Submitted to Hillard Heintze

Finding #	88	Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.	Compliance Measures	Status	
Rec #	88.1	The SFPD should conduct ongoing review and analysis of release rates and their impact on diversity and identify mitigation measures to support the success of diverse candidates.	1	Conduct review and analysis of release rates.	Yes
			2	Identification of any impact on the ability of diverse candidates to succeed.	Yes
			3	Identification of mitigation measures to support the success of diverse candidates.	Yes
			4	Continuous improvement loop and review.	Yes
Rec #	88.2	The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.	1	Evaluation of recruit failures.	Yes
			2	Identification of training support to address identified causes.	Yes





			3	Implementation of mitigation procedures.	Yes
			4	Continuous improvement and review loop.	Yes
Rec #	88.3	The SFPD should evaluate whether orientation for recruits has positively impacted disproportionate termination rates related to Emergency Vehicle Operations Training failure. If not, the SFPD should identify other strategies to assist recruits.	1	Evaluation of whether recruits continue to fail as a result of the EVO.	Yes
			2	Evaluation of the mitigation in place for the EVO and whether it is working.	Yes
			3	Identification of new strategies, as appropriate.	Yes
			4	Implementation of new strategies, as appropriate.	Yes
			5	Continuous review and improvement loop.	Yes
Rec #	88.4	The SFPD should continually audit and review each phase of the hiring process to ensure there are no unintended consequences that limit the advancement of its diversity goals.	1	Documented plan and process for evaluation of each stage of the hiring process.	Yes
			2	Evidence of ongoing review and evaluation of the progression of hiring.	Yes
			3	Identification of whether there is impact on diversity goals.	Yes
			4	Continuous review and improvement loop.	Yes



Finding #	89	The SFPD lacks a strategic plan for diversity including recruitment, retention, and advancement.	Compliance Measures	Status
Rec #	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>	<p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p> <p>Yes</p>

Finding #	90	The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.	Compliance Measures	Status
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	<ol style="list-style-type: none"> <li>1 Demographic composition of supervisory, management, and senior leadership ranks captured and accessible for reporting.</li> </ol>	<p>Yes</p>



		ongoing mechanism to conduct comparative analyses against the overall workforce composition.	2	Establish an ongoing, repeatable process to conduct comparative analyses of data and report the results in a transparent manner.	Yes
			3	Ongoing review and continuous improvement loop established.	Yes
<b>Rec #</b>	90.2	The SFPD should commit to ensuring transparency and diversity in key assignments predicated on advancing and developing a talented and diverse pool of leaders.	1	Evidence of a plan to ensure transparency and diversity, consistent with Recommendation 90.1.	Yes
			2	Identify an employee development plan that supports the diversity goals established under strategic diversity plan (Recommendation 89.1).	Yes
			3	Implement strategies that advance diversity.	Yes
			4	Continuous review and improvement loop based on measurements against goals.	Yes

<b>Finding #</b>	<b>91</b>	<b>The promotion process is not transparent.</b>	<b>Compliance Measures</b>		<b>Status</b>
<b>Rec #</b>	91.1	The SFPD should increase the level of transparency of the promotion process and should clearly outline the qualifications required to advance for promotion.	1	Provide policy and standards for transparency and communications on promotions.	Yes
			2	Identify and communicate requirements and qualifications for promotion.	Yes



			3	Provide transparency for information on promotional placements.	Yes
			4	Continuous improvement/review loop.	Yes
<b>Rec #</b>	91.2	The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.	1	Evidence of a review and determination of the appropriate feedback for promotional candidates.	Yes
			2	Framework for feedback aimed at improving knowledge and performance for future processes, if review supports such a process.	Yes
			3	Continuous improvement loop.	Yes
<b>Rec #</b>	91.3	The SFPD should ensure that there is diversity on the panel that oversees promotions and should consider adding community members or outside observers (or both) to the panel.	1	Evidence of a plan that ensure diverse panels for promotional testing.	Yes
			2	Evidence of internal review of the placement of community members and/or outside observers to the promotional panel.	Yes
			3	Implementation of Compliance Measures 91.3.1 and 91.3.2 in a manner that ensures diversity in the promotional panel.	Yes
			4	Continuous improvement/review loop.	Yes



Finding #	92	The SFPD does not require the Final Report of the President’s Task Force on 21st Century Policing as required reading for the promotional exam.	Compliance Measures	Status
Rec #	92.1	The SFPD should require the Final Report of the President’s Task Force on 21st Century Policing as reading for all promotions.	1 Policy establishing requirement to read 21ST Century Policing Final Report for all department promotions.	Yes
			2 Evidence of requirement included in promotional announcements.	Yes
			3 Evidence of 21st Century Policing Report question(s) included in promotional exams.	Yes
Rec #	92.2	The SFPD needs to require this assessment report as reading for all promotions.	1 Policy establishing requirement to read CRI-TA assessment report for all department promotions.	Yes
			2 Evidence of requirement included in promotional announcements.	Yes
			3 Evidence of assessment report question(s) included in promotional exams.	Yes
Finding #	93	The SFPD’s Police Employee Groups (PEG) have a perception that their input and contributions to the department are not seriously considered.	Compliance Measures	Status



<b>Rec #</b>	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>	1	Evidence of review of ways to improve communications between the SFPD and the PEGs.	Yes
			2	Evidence of engaging PEGs on panels and committees.	Yes
			3	Consideration of linking PEGs with the recommendations in Recommendation 85.3.	Yes
			4	Evidence that PEG experience and perspective is included in ongoing bias training.	Yes
			5	Evidence that PEG members are used in initiatives addressing institutional practices for bias.	Yes
			6	Continuous review and improvement loop.	Yes

<b>Finding #</b>	<b>94</b>	<b>The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics.</b>	<b>Compliance Measures</b>	<b>Status</b>	
<b>Rec #</b>	94.1	The SFPD should identify its data needs for personnel and human resource analysis, including organizational diversity, succession and forecasting, training records, and separation data. The collection of data should allow the agency to conduct a barrier analysis.	1	Identify data needs that will support the staffing and resource planning for the SFPD.	Yes
			2	Assess gaps in the available data.	Yes



			3	Develop a plan to collect available data and establish future data goals and timeline.	Yes
			4	Identify barriers to implementation of the plan.	Yes
			5	Establish planning goals to overcome barriers.	Yes
			6	Continuous review and improvement loop.	Yes
<b>Rec #</b>	94.2	The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.	1	Identify key personnel and administrative data, consistent with Rec. 94.1.	Yes
			2	Establish data priorities.	Yes
			3	Develop and deliver data to managers.	Yes
			4	Implement data-led management decisions.	Yes
			5	Identify areas of potential improvement and implement where necessary.	Yes