SFPD Collaborative Reform Initiative

Recommendations Status

Status as 7/22/2020

<table>
<thead>
<tr>
<th>Status of Recommendations</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Substantial Compliance</td>
<td>65</td>
</tr>
<tr>
<td>Request For Information</td>
<td>46</td>
</tr>
<tr>
<td>Approved (External Validation)</td>
<td>4</td>
</tr>
<tr>
<td>Review Process (External Review)</td>
<td>4</td>
</tr>
<tr>
<td>Work in Progress</td>
<td>153</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>272</strong></td>
</tr>
</tbody>
</table>
2016 COLLABORATIVE REFORM INITIATIVE
SFPD RECOMMENDATIONS STATUS
Status as of 7/22/20

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

Status of Recommendations:
- **In Progress**: 153 recommendations
- **External Review**: 25.1, 29.4, 76.1, 76.2
- **External Validation**: 24.2, 40.3, 50.1, 78.1
- **Request For Information**: 4.3, 6.2, 15.2, 24.6, 26.3, 28.7, 33.1, 34.1, 34.2, 37.1, 37.2, 38.2, 38.3, 40.4, 40.7, 41.2, 42.4, 43.2, 45.1, 45.2, 46.5, 47.2, 47.3, 50.2, 51.1, 55.1, 57.1, 57.3, 58.1, 66.1, 66.2, 66.3, 68.2, 68.3, 70.4, 73.1, 81.1, 81.2, 82.1, 83.1, 83.2, 84.1, 84.2, 85.2, 86.2, 90.1
- **Substantial Compliance**: 3.1, 3.2, 4.4, 4.5, 4.6, 5.1, 5.2, 6.3, 7.1, 7.2, 7.3, 8.1, 8.2, 9.1, 9.2, 9.3, 9.4, 10.2, 12.1, 12.2, 13.1, 14.1, 14.2, 14.3, 16.1, 16.2, 17.1, 18.1, 19.3, 23.1, 24.1, 24.2, 24.3, 24.4, 34.3, 35.4, 39.5, 39.9, 40.1, 40.5, 43.1, 44.2, 54.1, 56.4, 57.2, 57.4, 60.2, 63.1, 63.2, 70.1, 70.2, 71.1, 71.2, 72.1, 72.2, 72.3, 75.1, 75.2, 92.1, 92.2, 94.1, 94.2

272 SFPD RECOMMENDATIONS
BY OBJECTIVE
- Recruitment, Hiring, and Personnel Practices, 32, 12%
- Use of Force, 58, 21%
- Bias, 54, 20%
- Community Policing, 60, 25%

272 SFPD RECOMMENDATIONS
BY STATUS
- In Progress, 153, 56%
- External Review, 4, 2%
- External Validation, 4, 1%
- Request For Information, 46, 17%
- Substantial Compliance, 65, 24%

USE OF FORCE
STATUS OF 58 RECOMMENDATIONS
EXECUTIVE SPONSOR: COMMANDER ROBERT O'SULLIVAN
- In Progress, 25, 43%
- Substantial Compliance, 30, 52%

BIAS
STATUS OF 54 RECOMMENDATIONS
EXECUTIVE SPONSOR: COMMANDER TERESA EWINS
- In Progress, 37, 68%
- External Review, 2, 4%
- External Validation, 1, 2%
- Request For Information, 8, 15%
- Substantial Compliance, 6, 11%

COMMUNITY POLICING
STATUS OF 60 RECOMMENDATIONS
EXECUTIVE SPONSOR: COMMANDER DARYL FONG
- In Progress, 34, 57%
- External Validation, 2, 3%
- Request For Information, 14, 23%
- Substantial Compliance, 10, 17%

ACCOUNTABILITY
STATUS OF 68 RECOMMENDATIONS
EXECUTIVE SPONSOR: COMMANDER DENISE FLAHERTY
- In Progress, 39, 57%
- External Review, 2, 3%
- External Validation, 1, 2%
- Request For Information, 11, 16%
- Substantial Compliance, 15, 22%

RECRUITMENT, HIRING AND PERSONNEL PRACTICES
STATUS OF 32 RECOMMENDATIONS
EXECUTIVE SPONSOR: COMMANDER STEVE FORD
- In Progress, 18, 56%
- Request For Information, 10, 31%
- Substantial Compliance, 4, 13%
<table>
<thead>
<tr>
<th>Objective Number &amp; Title</th>
<th>Concept</th>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Use of Force</td>
<td>Leadership/ Management Culture</td>
<td>1</td>
<td>The majority of deadly use of force incidents by SFPD involved persons of color.</td>
<td>1.5</td>
<td>SFPD must commit to reviewing and understanding the reasons for the disparate use of deadly force. Specifically, SFPD needs to: • Partner with a research institution to evaluate the circumstances that give rise to deadly force, particularly those involving persons of color. • Develop and enhance relationships in those communities most impacted by deadly officer-involved shootings and monitor trends in calls for service and community complaints to ensure appropriate police interaction occurs as a matter of routine police engagement. • Provide ongoing training for officers throughout the Department on how to assess and engage in encounters involving conflict with a potential for use of force with a goal of minimizing the level of force needed to successfully and safely resolve such incidents.</td>
<td>High</td>
<td>In Progress</td>
<td>Chief of Staff</td>
<td>Lt. Eric Altizer</td>
<td>Sg. James Tawshen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>2</td>
<td>The SFPD has closed only one deadly use of force incident investigation for the time frame 2013 to 2015. The SFPD has been involved in nine deadly use of force incidents during the time frame of review for this assessment, 2013-2015. All but one remains open, pending a decision by the district attorney on whether the officers’ actions were lawful. It is unacceptable for officer-involved shooting investigations to remain open for years.</td>
<td>2.1</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O’Sullivan</td>
<td>Lt. Eric Altizer</td>
<td>Lt. Tony Darnato</td>
<td></td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Leadership/ Management Culture</td>
<td>3</td>
<td>The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy. Department General Order 5.01 was last revised in 1995. The draft revision, dated June 22, 2016, reflects policy enhancements that progressive police departments across the country have implemented, including incorporating recommendations from the Final Report of the President’s Task Force on 21st Century Policing. However, because of collective bargaining practices the policy has not yet been implemented by the Police Commission as of the date of this report.</td>
<td>3.1</td>
<td>The Police Commission, SFPD leadership, and elected officials should work quickly and proactively to ensure that the Department is ready to issue these use-of-force policies and procedures to all Department employees immediately following the collective bargaining meet and confer process. The process should not be drawn out, because the goal should be immediate implementation once the process has been completed.</td>
<td>Medium</td>
<td>Substantial Compliance</td>
<td>01/30/19</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O’Sullivan</td>
<td>Lt. Eric Altizer</td>
<td>DC Michael Conolly &amp; Kara Adwan</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Leadership/ Management Culture</td>
<td>3</td>
<td>The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy. Department General Order 5.01 was last revised in 1995. The draft revision, dated June 22, 2016, reflects policy enhancements that progressive police departments across the country have implemented, including incorporating recommendations from the Final Report of the President’s Task Force on 21st Century Policing. However, because of collective bargaining practices the policy has not yet been implemented by the Police Commission as of the date of this report.</td>
<td>3.2</td>
<td>The SFPD should work with the Police Commission to obtain input from the stakeholder group and conduct an after-action review of the meet and confer process to identify ways to improve input and expedite the process in the future for other policy development.</td>
<td>Low</td>
<td>Substantial Compliance</td>
<td>05/28/20</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O’Sullivan</td>
<td>Lt. Eric Altizer</td>
<td>Rafael Khoshaw</td>
</tr>
<tr>
<td>2 - Use of Force</td>
<td>IT/Data Business Processes</td>
<td>4</td>
<td>The Use of Force Log captures insufficient information about use of force incidents. The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.</td>
<td>4.1</td>
<td>The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O’Sullivan</td>
<td>Lt. Eric Altizer</td>
<td>Sg. Darshin Naval</td>
<td></td>
</tr>
</tbody>
</table>

[Image 36x546 to 86x590]

1 - Use of Force
2 - Use of Force
3 - Use of Force
4 - Use of Force

2016 COLLABORATIVE REFORM INITIATIVE
RECOMMENDATIONS TRACKING MATRIX
Status as of 7/13/20
### 2016 COLLABORATIVE REFORM INITIATIVE

#### RECOMMENDATIONS TRACKING MATRIX

Status as of 7/22/20

<table>
<thead>
<tr>
<th>Objective Number</th>
<th>Concept</th>
<th>Finding #</th>
<th>Findings</th>
<th>Req #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 - Use of Force</td>
<td>IT/Data Business Processes</td>
<td>4</td>
<td>The Use of Force Log captures insufficient information about use of force incidents. The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.</td>
<td>4.2</td>
<td>In developing an electronic report system, SFPD must review current practice regarding reporting use of force, including reporting on level of resistance by the individual, level and escalation of control tactics used by the officer, and sequencing of the individual’s resistance and control by the officer.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Chief of Staff</td>
<td>Cndr. Robert O’Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Lt. Stacy Youngblood</td>
<td></td>
</tr>
<tr>
<td>2 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>4</td>
<td>The Use of Force Log captures insufficient information about use of force incidents. The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.</td>
<td>4.3</td>
<td>In the interim, SFPD should implement the use of force report that is under development within the Early Intervention System Unit and require it be completed for every use of force incident. The assessment team identified this report to be a good start to a robust reporting system for use of force incidents in SFPD. The SFPD should eliminate the use of force log (SFPD 130 rev. 0313cf).</td>
<td>Medium</td>
<td>Request For Information</td>
<td>Chief of Staff</td>
<td>Cndr. Robert O’Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Sgt. Darwin Naval</td>
<td></td>
</tr>
<tr>
<td>2 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>4</td>
<td>The Use of Force Log captures insufficient information about use of force incidents. The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.</td>
<td>4.4</td>
<td>To facilitate the implementation of Recommendation 4.4, 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.</td>
<td>Immediate</td>
<td>Substantial Compliance</td>
<td>08/12/19</td>
<td>Chief of Staff</td>
<td>Cndr. Robert O’Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Sgt. Stacy Youngblood</td>
</tr>
<tr>
<td>2 - Use of Force</td>
<td>IT/Data Business Processes</td>
<td>4</td>
<td>The Use of Force Log captures insufficient information about use of force incidents. The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.</td>
<td>4.5</td>
<td>The SFPD should continue the manual entry of use of force data until the electronic use of force report is operational. To ensure consistency and accuracy in the data, this entry should be conducted in a single unit rather than multiple units.</td>
<td>High</td>
<td>Substantial Compliance</td>
<td>01/30/19</td>
<td>Chief of Staff</td>
<td>Cndr. Robert O’Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Cndr. Peter Walsh</td>
</tr>
<tr>
<td>2 - Use of Force</td>
<td>Leadership/ Management/ Culture</td>
<td>4</td>
<td>The Use of Force Log captures insufficient information about use of force incidents. The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.</td>
<td>4.6</td>
<td>The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.</td>
<td>Immediate</td>
<td>Substantial Compliance</td>
<td>09/15/19</td>
<td>Chief of Staff</td>
<td>Cndr. Robert O’Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Sgt. Stacy Youngblood</td>
</tr>
<tr>
<td>Objective Number</td>
<td>B. Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Substantial Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
<td>Findings Manager</td>
</tr>
<tr>
<td>------------------</td>
<td>----------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>-------</td>
<td>-----------------</td>
<td>---------</td>
<td>--------</td>
<td>-----------------------------</td>
<td>--------</td>
<td>---------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>5.2</td>
<td>Use of Force</td>
<td>Leadership/ Management Culture</td>
<td>5</td>
<td>The SFPD does not consistently document the types of use of force by officers. Out of a sample of more than 500 reported incidents of use of force, only five had documented the type of use of force on the Use of Force Log. Department Bulletin 14-111 – Documenting Use of Force, drafted April 4, 2014, requires officers to document the type and amount of force used, including the use of impact weapons, with supervisors responsible for ensuring compliance with the policy. However, through 2015, the team found that force data remained incomplete. The overall lack of consistent data collection is indicative of limited oversight of force reporting.</td>
<td>5.2</td>
<td>The SFPD needs to develop and train to a consistent reporting policy for use of force.</td>
<td>Low</td>
<td>Substantial Compliance</td>
<td>04/23/19</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O'Sullivan</td>
<td>Lt. Eric Altffier</td>
</tr>
<tr>
<td>4.7</td>
<td>Use of Force</td>
<td>Training</td>
<td>4</td>
<td>The Use of Force Log captures insufficient information about use of force incidents. The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper copy of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.</td>
<td>4.7</td>
<td>The SFPD should assign the Training and Education Division to synthesize the issues emerging from the use of force reports and create announcements for roll call on emerging trends. The announcements can include scenarios from incidents that were troubling or complicated in some way and encourage officers to discuss with one another in advance about how they would communicate and approach such situations.</td>
<td>High</td>
<td>In Progress</td>
<td>Chief of Staff</td>
<td>Lt. Eric Altffier</td>
<td>Capt. John Cruda</td>
<td></td>
</tr>
<tr>
<td>6.2</td>
<td>Use of Force</td>
<td>Training</td>
<td>6</td>
<td>The SFPD has not developed comprehensive formal training specifically related to use of force practices. A number of training issues on emerging operational practices in the SFPD and those highlighted in the Final Report of the President's Task Force of 21st Century Policing, such as de-escalation, have not been adequately addressed.</td>
<td>6.2</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Chief of Staff</td>
<td>Lt. Eric Altffier</td>
<td>Capt. Jack Hart</td>
<td></td>
</tr>
<tr>
<td>8.3</td>
<td>Use of Force</td>
<td>IT/Data Business Processes</td>
<td>6</td>
<td>The SFPD has not developed comprehensive formal training specifically related to use of force practices. A number of training issues on emerging operational practices in the SFPD and those highlighted in the Final Report of the President's Task Force of 21st Century Policing, such as de-escalation, have not been adequately addressed.</td>
<td>8.3</td>
<td>SPFP training records should be fully automated and training data easily accessible.</td>
<td>Low</td>
<td>Substantial Compliance</td>
<td>04/21/20</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O'Sullivan</td>
<td>Lt. Eric Altffier</td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>7</td>
<td>SFPD officers have not been trained on operational field use of the mandated 36&quot; baton. Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>7.1 The SFPD must develop a policy on the use of the 36-inch baton for the use of interacting with individuals with edged weapons. The policy should also dictate the proper handling of the baton, and the policy should dictate when it's appropriate to use a two-hand stance and when a one-hand approach is needed.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>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.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>7.3 The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in the intended use.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 - Use of Force</td>
<td>Training</td>
<td>7</td>
<td>SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions. Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene of use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>8.1 The SFPD should immediately require supervisors to respond to events in which officers use force instruments or cause injury, regardless of whether there is a complaint of injury by the individual. This will allow the Department to gain greater oversight of its use of force.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Recommendations**

<table>
<thead>
<tr>
<th>#</th>
<th>Recommendations</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1</td>
<td>The SFPD must develop a policy on the use of the 36-inch baton for the use of interacting with individuals with edged weapons. The policy should also dictate the proper handling of the baton, and the policy should dictate when it's appropriate to use a two-hand stance and when a one-hand approach is needed.</td>
</tr>
<tr>
<td>7.2</td>
<td>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.</td>
</tr>
<tr>
<td>7.3</td>
<td>The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in the intended use.</td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Leadership/Management Culture</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/Policy Development</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/Policy Development</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/Policy Development</td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Objective</td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------</td>
</tr>
</tbody>
</table>
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.

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.

11.3 The SFPD should develop joint training protocols where 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.
<table>
<thead>
<tr>
<th>Objective Number &amp; Title</th>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Use of Force</td>
<td>11.4</td>
<td>The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations. The FDRB is a good practice but has devolved to essentially determining whether the shooting officer’s actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing its training, policy, and procedures as they relate to officer-involved shooting incidents.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O’Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Lt. Angela Wilhelm</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>12.1</td>
<td>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</td>
<td>Low</td>
<td>Substantial Compliance</td>
<td>09/04/19</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O’Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Lt. Mario Melina</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>12.2</td>
<td>SFPD should ensure an appropriate distribution of CIT-trained personnel across all shifts in all districts.</td>
<td>Low</td>
<td>Substantial Compliance</td>
<td>05/28/20</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O’Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Lt. Mario Melina</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 2016 Collaborative Reform Initiative
#### Recommendations Tracking Matrix

<table>
<thead>
<tr>
<th>Objective Number &amp; Title</th>
<th>Concept</th>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Use of Force</td>
<td>Training</td>
<td>13</td>
<td>The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response. Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 535 members – 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.</td>
<td>13.9</td>
<td>Newly promoted supervisors should also receive CIT training as part of their training for their new assignments.</td>
<td>High</td>
<td>In-Progress</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O'Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Sgt. Michael Andraychak</td>
<td></td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Community Policing</td>
<td>14</td>
<td>The SFPD engages with the community following an officer-involved shooting incident through a town hall meeting in the community where the event occurred. The town hall meetings following an officer-involved shooting in the relevant neighborhood is a promising practice.</td>
<td>14.1</td>
<td>The practice of hosting a town hall meeting in the community shortly after the incident should continue with a focus on only releasing known facts.</td>
<td>High</td>
<td>In-Progress</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O'Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Sgt. Michael Andraychak</td>
<td></td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Community Policing</td>
<td>15</td>
<td>The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.</td>
<td>15.1</td>
<td>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.</td>
<td>Low</td>
<td>In-Progress</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O'Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Sgt. Michael Andraychak</td>
<td></td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Community Policing</td>
<td>15</td>
<td>The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.</td>
<td>15.2</td>
<td>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.</td>
<td>Low</td>
<td>For Information</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O'Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Sgt. Michael Andraychak</td>
<td></td>
</tr>
<tr>
<td>Objective Number</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
<td>Findings Manager</td>
<td>Project Manager</td>
</tr>
<tr>
<td>------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>-------</td>
<td>-----------------</td>
<td>----------</td>
<td>-------</td>
<td>-----------------</td>
<td>--------</td>
<td>------------------</td>
<td>----------------</td>
<td>---------------</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Community Policing</td>
<td>18</td>
<td>Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Taser). These tools are less-lethal weapons that are meant to help control persons who are acting aggressively. Many police agencies use these tools and report that they have helped reduce injury to officers and community members and lead to fewer officer-involved shootings. Promoting practices suggest that the use of ECWs can result in less use of force.</td>
<td>10.1</td>
<td>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.</td>
<td>Substantial</td>
<td>Compliance</td>
<td></td>
<td>Chief of Staff</td>
<td>Cmrd. O'Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Lt. Lynn Kelly</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>18</td>
<td>Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Taser). These tools are less-lethal weapons that are meant to help control persons who are acting aggressively. Many police agencies use these tools and report that they have helped reduce injury to officers and community members and lead to fewer officer-involved shootings. Promoting practices suggest that the use of ECWs can result in less use of force.</td>
<td>10.2</td>
<td>The City and County of San Francisco should strongly consider deploying ECWs.</td>
<td>Line</td>
<td>Substance</td>
<td>Compliance</td>
<td>Chief of Staff</td>
<td>Cmrd. Robert O'Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Capt. Carl Frabiti</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>17</td>
<td>Currently, the SFPD authorizes personnel to use the carotid restraint technique. This technique poses a significant risk to the community and is not a routinely adopted force option in many law enforcement agencies. Contemporary policing discussions regarding use of force suggest that police agencies should carefully weigh any perceived benefit of the use of carotid restraint against potential harm. It is challenging to maintain the appropriate leverage and placement in close-encounter struggles, thereby increasing the risk on an unintended, harmful outcome. The department's pending draft order on use of force would eliminate the use of the carotid restraint.</td>
<td>17.1</td>
<td>The SFPD should immediately prohibit the carotid restraint technique as a use of force option.</td>
<td>Substance</td>
<td>Compliance</td>
<td></td>
<td>Chief of Staff</td>
<td>Cmrd. Robert O'Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Sgt. Darwin Naval</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>18</td>
<td>The SFPD does not adequately investigate officer use of force. At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photograhic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.</td>
<td>18.1</td>
<td>The SFPD needs to develop a policy for investigation standards and response for all officer use of force.</td>
<td>Medium</td>
<td>Substance</td>
<td>Compliance</td>
<td>Chief of Staff</td>
<td>Cmrd. Robert O'Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Capt. John Zambrano</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>18</td>
<td>The SFPD does not adequately investigate officer use of force. At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photograhic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.</td>
<td>18.2</td>
<td>The SFPD should create an on-scene checklist for use of force incidents.</td>
<td>Medium</td>
<td>In Progress</td>
<td></td>
<td>Chief of Staff</td>
<td>Cmrd. Robert O'Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Lt. Michael Nevin</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>18</td>
<td>The SFPD does not adequately investigate officer use of force. At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photograhic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.</td>
<td>18.3</td>
<td>The SFPD needs to develop a protocol for proper development and handling of officer statements.</td>
<td>Medium</td>
<td>In Progress</td>
<td></td>
<td>Chief of Staff</td>
<td>Cmrd. Robert O'Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Lt. Michael Nevin</td>
</tr>
<tr>
<td>Objective Number</td>
<td>Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Substantial Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
<td>Findings Manager</td>
</tr>
<tr>
<td>------------------</td>
<td>-------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>-------</td>
<td>----------------</td>
<td>----------</td>
<td>--------</td>
<td>-----------------------------</td>
<td>--------</td>
<td>---------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>19</td>
<td>The SFPD does not maintain complete and consistent officer-involved shooting files. The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.</td>
<td>19.1</td>
<td>The SFPD needs to develop a standard officer-involved shooting protocol within 90-days of the release of this report.</td>
<td>Medium</td>
<td>In Progress</td>
<td></td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O'Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Sg. Greg Wells</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>19</td>
<td>The SFPD does not maintain complete and consistent officer-involved shooting files. The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.</td>
<td>19.2</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td></td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O'Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Sg. Greg Wells</td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Substantial Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
<td>Findings Manager</td>
<td>Project Manager</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>-------</td>
<td>----------------</td>
<td>---------</td>
<td>-------</td>
<td>--------------------------</td>
<td>--------</td>
<td>------------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>2 - Use of Force</td>
<td>O'Sullivan</td>
<td>19</td>
<td>The SFPD does not maintain complete and consistent officer-involved shooting files. The SFPD has two separate officer-involved shooting files—one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency in how the investigations were conducted. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shootings incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.</td>
<td>19.1</td>
<td>The SFPD should 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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Chief of Staff</td>
<td>Credt: Robert O’Sullivan</td>
<td>Lt. Erica Altobell</td>
<td>Sgt. James Tochiki</td>
<td></td>
</tr>
<tr>
<td>2 - Use of Force</td>
<td>O'Sullivan</td>
<td>20</td>
<td>The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis. Because of limitations in the manner in which use of force and arrest data were collected by the SFPD, assessment team members were unable to perform a multivariate frequency analysis, which would have shed light on whether individuals who are members of racial minorities were subjected to force more often than White individuals during arrests.</td>
<td>20.1</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Chief of Staff</td>
<td>Credt: Robert O’Sullivan</td>
<td>Lt. Erica Altobell</td>
<td>Gordon Brussow, Manager</td>
<td></td>
</tr>
<tr>
<td>2 - Use of Force</td>
<td>O'Sullivan</td>
<td>20</td>
<td>The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis. Because of limitations in the manner in which use of force and arrest data were collected by the SFPD, assessment team members were unable to perform a multivariate frequency analysis, which would have shed light on whether individuals who are members of racial minorities were subjected to force more often than White individuals during arrests.</td>
<td>20.2</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Chief of Staff</td>
<td>Credt: Robert O’Sullivan</td>
<td>Lt. Erica Altobell</td>
<td>Sgt. Tracey Youngblood &amp; William Saxon Mosier</td>
<td></td>
</tr>
<tr>
<td>2 - Use of Force</td>
<td>O'Sullivan</td>
<td>20</td>
<td>The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis. Because of limitations in the manner in which use of force and arrest data were collected by the SFPD, assessment team members were unable to perform a multivariate frequency analysis, which would have shed light on whether individuals who are members of racial minorities were subjected to force more often than White individuals during arrests.</td>
<td>20.3</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Chief of Staff</td>
<td>Credt: Robert O’Sullivan</td>
<td>Lt. Erica Altobell</td>
<td>Gordon Brussow, Manager</td>
<td></td>
</tr>
<tr>
<td>2 - Use of Force</td>
<td>O'Sullivan</td>
<td>20</td>
<td>The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis. Because of limitations in the manner in which use of force and arrest data were collected by the SFPD, assessment team members were unable to perform a multivariate frequency analysis, which would have shed light on whether individuals who are members of racial minorities were subjected to force more often than White individuals during arrests.</td>
<td>20.4</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Chief of Staff</td>
<td>Credt: Robert O’Sullivan</td>
<td>Sgt. Tracey Youngblood</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 - Use of Force</td>
<td>O'Sullivan</td>
<td>21</td>
<td>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.</td>
<td>21.1</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Chief of Staff</td>
<td>Credt: Robert O’Sullivan</td>
<td>Lt. Erica Altobell</td>
<td>Sgt. Tracey Youngblood</td>
<td></td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Substantial Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
<td>Findings Manager</td>
<td>Project Manager</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>-------</td>
<td>-----------------</td>
<td>---------</td>
<td>--------</td>
<td>----------------------------</td>
<td>--------</td>
<td>------------------</td>
<td>----------------</td>
<td>---------------</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>22</td>
<td>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.</td>
<td>22.1</td>
<td>The SFPD needs to improve data collection on use of force so that further analysis can be conducted to better understand this finding.</td>
<td>High</td>
<td>In Progress</td>
<td>09/16/20</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O'Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Sgt. Stacy Youngblood</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>23</td>
<td>The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 - Use of Firearms. SFPD policy provides for a variety of exceptions that allow officers to shoot at a moving vehicle, which effectively nullifies the general statement that officers are prohibited from discharging their firearms at the operator or occupant of a moving vehicle. The department's pending draft order on use of force allows shooting at vehicles when there is an immediate threat of death or injury by means other than the vehicle.</td>
<td>23.2</td>
<td>The FDRB should be tasked with reviewing all prior officer-involved shooting and discharge incidents in which firearms were discharged at a moving vehicle to evaluate and identify commonalities with recommendations for policy and training as a result of the review.</td>
<td>Medium</td>
<td>In Progress</td>
<td>09/16/20</td>
<td>Chief of Staff</td>
<td>Cmdr. Robert O'Sullivan</td>
<td>Lt. Eric Altorfer</td>
<td>Lt. Ataue Gémore</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>23</td>
<td>The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 - Use of Firearms. SFPD policy provides for a variety of exceptions that allow officers to shoot at a moving vehicle, which effectively nullifies the general statement that officers are prohibited from discharging their firearms at the operator or occupant of a moving vehicle. The department's pending draft order on use of force allows shooting at vehicles when there is an immediate threat of death or injury by means other than the vehicle.</td>
<td>23.5</td>
<td>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 testing incidents. The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.</td>
<td>Medium</td>
<td>In Progress</td>
<td>10/04/19</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Cmbr. Peter Walsh &amp; Rania Adwan</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>24</td>
<td>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 testing incidents. The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.</td>
<td>24.2</td>
<td>Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.</td>
<td>High</td>
<td>Substantial Compliance</td>
<td>09/04/19</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Cmbr. Peter Walsh &amp; Rania Adwan</td>
</tr>
<tr>
<td>1 - Use of Force</td>
<td>Doctrine/ Policy Development</td>
<td>24</td>
<td>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 testing incidents. The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.</td>
<td>24.3</td>
<td>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.</td>
<td>Medium</td>
<td>Substantial Compliance</td>
<td>09/04/19</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Cmbr. Peter Walsh</td>
</tr>
</tbody>
</table>
## 2016 Collaborative Reform Initiative

### Recommendations Tracking Matrix

<table>
<thead>
<tr>
<th>Objective Number &amp; Title</th>
<th>Concept</th>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 - Bias</td>
<td>Doctrine/ Policy Development</td>
<td>24</td>
<td>The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents. The advice in the memo (found in appendix K on page 380) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.</td>
<td>24.4</td>
<td>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.</td>
<td>Substantial</td>
<td>Compliance</td>
<td>01/08/19</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Adrienne Glinow, Christine Fountain &amp; Sgt. Michael Andraychak</td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Doctrine/ Policy Development</td>
<td>24</td>
<td>The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents. The advice in the memo (found in appendix K on page 380) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.</td>
<td>24.5</td>
<td>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.</td>
<td>Immediate</td>
<td>External Validation</td>
<td>01/08/19</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sgt. Chandra Medina</td>
<td>Sgt. Chandra Medina</td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Doctrine/ Policy Development</td>
<td>24</td>
<td>The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents. The advice in the memo (found in appendix K on page 380) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.</td>
<td>24.6</td>
<td>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.</td>
<td>Immediate</td>
<td>Request For Information</td>
<td>01/08/19</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sgt. Chandra Medina</td>
<td>Rachael Khishaw</td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Doctrine/ Policy Development</td>
<td>25</td>
<td>The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.</td>
<td>25.1</td>
<td>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.</td>
<td>Immediate</td>
<td>External Review</td>
<td>01/08/19</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sgt. Chandra Medina</td>
<td>Cmplr. Teresa Ewins</td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Training</td>
<td>25</td>
<td>The SFPD’s General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.</td>
<td>25.2</td>
<td>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.</td>
<td>High</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sgt. Chandra Medina</td>
<td>Matt Dorsey, Director</td>
<td></td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
<td>Findings Manager</td>
<td>Project Manager</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>-------</td>
<td>----------------</td>
<td>----------</td>
<td>--------</td>
<td>-----------------</td>
<td>--------</td>
<td>------------------</td>
<td>----------------</td>
<td>--------------</td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Training</td>
<td>25</td>
<td>The SFPD’s General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.</td>
<td>26.3</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sgt. Chandra Medina</td>
<td>Capt. Teresa Ewins</td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Doctrine/ Policy Development</td>
<td>25</td>
<td>The SFPD’s General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.</td>
<td>26.4</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Rachel Moran</td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Community Policing</td>
<td>26</td>
<td>There is limited community input on the SFPD’s actions regarding its anti-bias policies and practices.</td>
<td>26.1</td>
<td>The Chief’s Advisory Forum should be re-activated 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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sgt. Chandra Medina</td>
<td>Capt. Chris Pedrin</td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Community Policing</td>
<td>26</td>
<td>There is limited community input on the SFPD’s actions regarding its anti-bias policies and practices.</td>
<td>26.2</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sgt. Chandra Medina</td>
<td>Capt. Chris Pedrin</td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Community Policing</td>
<td>26</td>
<td>There is limited community input on the SFPD’s actions regarding its anti-bias policies and practices.</td>
<td>26.3</td>
<td>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.</td>
<td>Medium</td>
<td>Request for Information</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sgt. Chandra Medina</td>
<td>Rachel Kilshaw</td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Community Policing</td>
<td>26</td>
<td>There is limited community input on the SFPD’s actions regarding its anti-bias policies and practices.</td>
<td>26.4</td>
<td>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.</td>
<td>High</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sgt. Chandra Medina</td>
<td>Capt. Teresa Ewins &amp; Philip Lehman</td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Training</td>
<td>27</td>
<td>The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session. The SFPD is to be commended for participating in the development of “train the trainers” for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.</td>
<td>27.1</td>
<td>The SFPD should develop and publish a comprehensive strategy to address bias. The strategy should create a framework for the SFPD to be informed by the preliminary action planning that was initiated during the command-level training in Fair and Impartial Policing, which addressed policy, recruitment, and hiring; training; leadership, supervision, and accountability; operations; measurement; and outreach to diverse communities; update policies prohibiting biased policing to include specific discipline outcomes for failure to follow policy; continue to expand recruitment and hiring from diverse communities (see recommendation 84.2); partner with the communities and stakeholders in San Francisco on anti-bias outreach (see recommendation 86.1); improve data collection and analysis to facilitate greater knowledge and transparency around policing practices in the SFPD; expand its focus on initiatives relating to anti-bias and fully implement existing programs as part of the overall bias strategy, including the existing Not on My Watch program aimed at engaging officers and the community on addressing issues of bias.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Wilfred Williams</td>
<td></td>
</tr>
</tbody>
</table>
The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session. The SFPD is to be commended for participating in the development of “train the trainers” for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.

27.3 Training addressing explicit and implicit biases should employ teaching methodologies that implement interactive adult learning concepts rather than straight lecture-based training delivery.

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.

27.4 The SFPD should begin anti-bias and cultural competency training of department members immediately and should not await the outcome of the training needs assessment. All officers should complete implicit bias training and cultural/competency training, which should include the following topics:

- Implicit bias awareness and skills for promoting bias-free policing
- The definition of cultural competence
- Disparate treatment, prejudice, and related terms and their application in law enforcement
- The history of various cultures and underrepresented groups in society
- Self-assessment of cultural competency and strategies for enhancing one’s proficiency in this area
- Culturally proficient leadership and law enforcement in communities

Training addressing explicit and implicit biases should employ teaching methodologies that implement interactive adult learning concepts rather than straight lecture-based training delivery.

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.
<table>
<thead>
<tr>
<th>Objective Number &amp; Title</th>
<th>Concept</th>
<th>Finding #</th>
<th>Finding</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>27.1</td>
<td>Training</td>
<td>27</td>
<td>The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainees session. The SFPD is to be commended for participating in the development of &quot;train-the-trainers” for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.</td>
<td>High</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sf. Chandra Medina</td>
<td>Lt. Jennifer Jackson</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Doctrine/ Policy Development</td>
<td>28</td>
<td>The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department. The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sf. Chandra Medina</td>
<td>Lt. Robert O'Shea</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Leadership/ Management Culture</td>
<td>28</td>
<td>The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department. The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sf. Chandra Medina</td>
<td>Lt. Feliks Gusaney</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Training</td>
<td>28</td>
<td>The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department. The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.</td>
<td>High</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Ewins</td>
<td>Sf. Chandra Medina</td>
<td>Capt. Michelle Jean</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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 SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.

The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.

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 SFPD and OCC should establish shared protocols for investigating bias that do not adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department. The SFPD responded to the racist, sexist, homophbic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers’ open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action. The SFPD’s failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department. The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.

The SFPD’s failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department. The SFPD needs to engage in early identification and intervention in behaviors that are indicative of bias through direct supervision, data review, and observation of officer activity.

The SFPD’s failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department. The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.

The SFPD needs to engage in early identification and intervention in behaviors that are indicative of bias through direct supervision, data review, and observation of officer activity.

The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.

The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.

The SFPD needs to engage in early identification and intervention in behaviors that are indicative of bias through direct supervision, data review, and observation of officer activity.

The SFPD needs to engage in early identification and intervention in behaviors that are indicative of bias through direct supervision, data review, and observation of officer activity.

The SFPD needs to engage in early identification and intervention in behaviors that are indicative of bias through direct supervision, data review, and observation of officer activity.

The SFPD needs to engage in early identification and intervention in behaviors that are indicative of bias through direct supervision, data review, and observation of officer activity.
<table>
<thead>
<tr>
<th>Objective Number &amp; Title</th>
<th>Concept</th>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 - Bias</td>
<td>Training</td>
<td>30</td>
<td>30.1</td>
<td>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 360 days of the issuance of this report.</td>
<td>High</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Andy Cox</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Doctrine/ Policy Development</td>
<td>30</td>
<td>30.2</td>
<td>The SFPD should ensure that supervisors are trained on bias investigations, including all of the following: - How to identify biased police practices when reviewing investigatory stop, arrest, and use of force data - How to respond to a complaint of biased police practices, including conducting a preliminary investigation of the complaint in order to preserve key evidence and potential witnesses - How to evaluate complaints of improper pedestrian stops for potential biased police practices</td>
<td>High</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Andy Cox</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Community Policing</td>
<td>30</td>
<td>30.3</td>
<td>The SFPD should work with the City and County of San Francisco to ensure quality bias investigation training to all oversight investigators.</td>
<td>High</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Andy Cox</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>IT/Data Business Processes</td>
<td>30</td>
<td>30.4</td>
<td>The SFPD leadership should explore the options for alternate dispute resolutions regarding bias complaints, including mediation. This is an opportunity to bring police and community members together to foster an improved understanding of police practices and community perceptions. Because bias complaints are rooted in perception and often difficult to sustain, mediation provides for a timelier, more transparent, and potentially more procedurally just resolution for the community member who lodged the complaint.</td>
<td>Medium</td>
<td>External Review</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Rachel Khoshvaki</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>IT/Data Business Processes</td>
<td>30</td>
<td>30.5</td>
<td>The SFPD should provide supervisors with the results of timely data analyses regarding bias complaints, including mediation.</td>
<td>High</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Andy Cox</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>IT/Data Business Processes</td>
<td>30</td>
<td>30.6</td>
<td>The SFPD should ensure that supervisors are trained on bias investigation training to all oversight investigators.</td>
<td>High</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Andy Cox</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>IT/Data Business Processes</td>
<td>30</td>
<td>30.7</td>
<td>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 360 days of the issuance of this report.</td>
<td>High</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Andy Cox</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>IT/Data Business Processes</td>
<td>30</td>
<td>30.8</td>
<td>The SFPD should ensure that supervisors are trained on bias investigation training to all oversight investigators.</td>
<td>High</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Andy Cox</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>IT/Data Business Processes</td>
<td>30</td>
<td>30.9</td>
<td>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 360 days of the issuance of this report.</td>
<td>High</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Andy Cox</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>IT/Data Business Processes</td>
<td>30</td>
<td>30.10</td>
<td>The SFPD should ensure that supervisors are trained on bias investigation training to all oversight investigators.</td>
<td>High</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmdr. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Andy Cox</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population. Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators. Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators. Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators. Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators. Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators. Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators. Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators. Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.
The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population. Citywide, African-American drivers were 9 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.

The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population. Citywide, African-American drivers were 9 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.

The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population. Citywide, African-American drivers were 9 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.

The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population. Citywide, African-American drivers were 9 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.

The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population. Citywide, African-American drivers were 9 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.

The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population. Citywide, African-American drivers were 9 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.

The racial disparity in traffic stops and post-stop outcomes appears to be large and statistically significant.

The racial disparity in traffic stops and post-stop outcomes appears to be large and statistically significant.

The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population. Citywide, African-American drivers were 9 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.

The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population. Citywide, African-American drivers were 9 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.

Citywide, African-American drivers were 24 percent more likely to be stopped given their estimated representation among potential traffic violators.
The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department. Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progress in police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.

### Recommendations

#### 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.

- **Priority**: Low
- **Status**: In Progress
- **Bureau**: Special Operations
- **Executive Sponsor**: Cmdr. Teresa Evans
- **Findings Manager**: Ofc. Chandra Medina
- **Project Manager**: Ofc. Mike Petuya & Ofc. Kathryn Winter

#### 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.

- **Priority**: Low
- **Status**: In Progress
- **Bureau**: Special Operations
- **Executive Sponsor**: Cmdr. Teresa Evans
- **Findings Manager**: Ofc. Chandra Medina
- **Project Manager**: Ofc. Mike Petuya & Ofc. Kathryn Winter

#### 35.3
SFPD leadership should make a concerted effort to focus on data collection and to create systems and analysis protocols that will inform supervision where incidents of potential bias or disparate treatment occur or where patterns in officer behavior exist that warrant further examination or monitoring.

- **Priority**: Medium
- **Status**: In Progress
- **Bureau**: Special Operations
- **Executive Sponsor**: Cmdr. Teresa Evans
- **Findings Manager**: Ofc. Chandra Medina
- **Project Manager**: Ofc. Mike Petuya & Ofc. Kathryn Winter

#### 35.4
The SFPD should continue participating in the White House Police Data Initiative and seek to expand its data collection and reporting consistent with those recommendations and the goals of the initiative.

- **Priority**: Immediate
- **Status**: In Progress
- **Bureau**: Special Operations
- **Executive Sponsor**: Cmdr. Teresa Evans
- **Findings Manager**: Ofc. Chandra Medina
- **Project Manager**: Lt. Paris Deshong
<table>
<thead>
<tr>
<th>Objective Number &amp; Title</th>
<th>Concept</th>
<th>Finding #</th>
<th>Finding</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 - Bias</td>
<td>O'D Atlanta Business Processes 36</td>
<td>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.</td>
<td>26.1</td>
<td>The SFPD should develop an audit practice to evaluate the impact on the department of the implementation of new training programs.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmtd. Teresa Evans</td>
<td>Cmtd. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Wilfred Williams</td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Doctrine/ Policy Development 36</td>
<td>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.</td>
<td>26.2</td>
<td>The SFPD should incorporate ongoing review and audit of anti-bias programs into a quarterly report that includes promising practices and lessons learned.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmtd. Teresa Evans</td>
<td>Cmtd. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Wilfred Williams</td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Doctrine/ Policy Development 36</td>
<td>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.</td>
<td>26.3</td>
<td>The SFPD should review all of its policies, procedures, manuals, training curriculums, 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 (SPFD/DOC 295). This assessment should be completed within 120 days of the issuance of this report.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Special Operations</td>
<td>Cmtd. Teresa Evans</td>
<td>Cmtd. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Paris DenHeng</td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>Doctrine/ Policy Development 37</td>
<td>The policy for the use of field interview cards fails to outline sufficient guidance on when they should be completed.</td>
<td>27.1</td>
<td>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.</td>
<td>High</td>
<td>Request For Information</td>
<td>Special Operations</td>
<td>Cmtd. Teresa Evans</td>
<td>Cmtd. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Bernardette Robinson</td>
<td></td>
</tr>
<tr>
<td>2 - Bias</td>
<td>O'D Atlanta Business Processes 37</td>
<td>The policy for the use of field interview cards fails to outline sufficient guidance on when they should be completed.</td>
<td>27.2</td>
<td>The SFPD needs to develop a comprehensive organizational strategic plan with 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.</td>
<td>Low</td>
<td>Request For Information</td>
<td>Special Operations</td>
<td>Cmtd. Teresa Evans</td>
<td>Cmtd. Teresa Evans</td>
<td>Sgt. Chandra Medina</td>
<td>Lt. Bernardette Robinson</td>
<td></td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>Community Policing 38</td>
<td>There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice. The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.</td>
<td>38.1</td>
<td>The SFPD needs to expand its outreach to its communities in a manner designed to demonstrate its commitment to procedural justice.</td>
<td>High</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmtd. Daryl Fang</td>
<td>Cmtd. Ryan Crockett</td>
<td>Sgt. Torre Grady</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>Community Policing 38</td>
<td>There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice. The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.</td>
<td>38.2</td>
<td>SFPD leadership should take an active and direct role in community engagement at the neighborhood level.</td>
<td>High</td>
<td>Request For Information</td>
<td>Community Engagement Division</td>
<td>Cmtd. Daryl Fang</td>
<td>Cmtd. Ryan Crockett</td>
<td>Capt. Troy Dangerfield &amp; Sgt. Kin Lee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>Community Policing 38</td>
<td>There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice. The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.</td>
<td>38.3</td>
<td>The SFPD should engage community members in the implementation of the recommendations in this report.</td>
<td>High</td>
<td>Request For Information</td>
<td>Community Engagement Division</td>
<td>Cmtd. Daryl Fang</td>
<td>Cmtd. Ryan Crockett</td>
<td>Sgt. Torre Grady</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>Community Policing 39</td>
<td>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.</td>
<td>39.1</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmtd. Daryl Fang</td>
<td>Cmtd. Ryan Crockett</td>
<td>Jason Cunningham, Program Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>Community Policing 39</td>
<td>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.</td>
<td>39.2</td>
<td>SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmtd. Daryl Fang</td>
<td>Cmtd. Ryan Crockett</td>
<td>Jason Cunningham, Program Manager</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>Community Policing 39</td>
<td>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.</td>
<td>39.3</td>
<td>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.</td>
<td>High</td>
<td>Request For Information</td>
<td>Community Engagement Division</td>
<td>Cmtd. Daryl Fang</td>
<td>Cmtd. Ryan Crockett</td>
<td>Jason Cunningham, Program Manager</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

Findings

Medium

Date

Community Engagement Division

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 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 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.

Findings

Medium

Date

Community Engagement Division

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.

Findings

Medium

Date

Community Engagement Division

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.

Findings

Medium

Date

Community Engagement Division

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.

Findings

Medium

Date

Community Engagement Division

The SFPD must conduct a technology needs analysis 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 expose its information technology capabilities that provide the right management information to drive key decisions on officer misconduct and overall employee performance.

Findings

Medium

Date

Community Engagement Division

The SFPD must develop a department-wide strategic plan that prioritizes a mission and identifies the goals and objectives necessary to deliver overall policing services.

Findings

Medium

Date

Community Engagement Division

The SFPD must conduct 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.

Findings

Medium

Date

Community Engagement Division

The SFPD must develop a strategic community policing plan that identifies goals, objectives, and measurable outcomes for all units.

Findings

Medium

Date

Community Engagement Division
The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is organized around community policing practices. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities.

As part of its plan, the SFPD should consider the role of the beat and its place within the department, the SFPD needs to ensure the entire department is organized around community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities.

The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is organized around community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities.

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. Prioritizing beat-aligned policing would require some realignment of dispatch priorities and directed patrol.

The department’s strategy to drive the plan down to the officer level by creating objectives that allow for individual goals that contribute to the overall plan. The department’s measurement processes for individual performance and participation towards accomplishing departmental goals.

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 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 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.
<table>
<thead>
<tr>
<th>Objective Number &amp; Title</th>
<th>Concept</th>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 - Community Policing</td>
<td>Doctrine/ Policy Development</td>
<td>40</td>
<td>The SFPD does not formalize community engagement in support of community policing practices. The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is following the tenets of community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities.</td>
<td>40.6</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Credit: Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Cmdr. Denise Flaherty</td>
<td></td>
</tr>
<tr>
<td>2 - Community Policing</td>
<td>Doctrine/ Policy Development</td>
<td>40</td>
<td>The SFPD does not formalize community engagement in support of community policing practices. The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is following the tenets of community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities.</td>
<td>40.7</td>
<td>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.</td>
<td>Medium</td>
<td>Request For Information</td>
<td>Community Engagement Division</td>
<td>Credit: Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Sgt. Wayman Young</td>
<td></td>
</tr>
<tr>
<td>2 - Community Policing</td>
<td>Community Policing</td>
<td>40</td>
<td>The SFPD does not formalize community engagement in support of community policing practices. The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is following the tenets of community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities.</td>
<td>40.8</td>
<td>The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Credit: Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Lt. Jennifer Jackson</td>
<td></td>
</tr>
<tr>
<td>2 - Community Policing</td>
<td>Community Policing</td>
<td>41</td>
<td>The SFPD’s community policing order Department General Order 1.08 – Community Policing (effective 9/28/11) and its Community Policing and Problem Solving manual are out of date and no longer relevant. These overarching directives do not sufficiently reflect the vision, plan, or goals of the SFPD with regard to community policing. They need to be updated and maintained as living documents that guide the community policing activities of the organization.</td>
<td>41.1</td>
<td>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</td>
<td>Medium</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Credit: Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Lt. Raymond Cruz</td>
<td></td>
</tr>
<tr>
<td>2 - Community Policing</td>
<td>Community Policing</td>
<td>41</td>
<td>The SFPD’s community policing order Department General Order 1.08 – Community Policing (effective 9/28/11) and its Community Policing and Problem Solving manual are out of date and no longer relevant. These overarching directives do not sufficiently reflect the vision, plan, or goals of the SFPD with regard to community policing. They need to be updated and maintained as living documents that guide the community policing activities of the organization.</td>
<td>41.2</td>
<td>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.</td>
<td>Medium</td>
<td>Request For Information</td>
<td>Community Engagement Division</td>
<td>Credit: Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Lt. Chris DelGandio</td>
<td></td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Substantial Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
<td>Findings Manager</td>
<td>Project Manager</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>-------</td>
<td>-----------------</td>
<td>----------</td>
<td>--------</td>
<td>-----------------------------</td>
<td>--------</td>
<td>-------------------</td>
<td>-----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>Community Policing</td>
<td>42</td>
<td>The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department. Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.</td>
<td>42.1</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmdr. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Capt. Jason Cherniss</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Community Policing</td>
<td>42</td>
<td>The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department. Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.</td>
<td>42.2</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmdr. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Capt. Jason Cherniss</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Leadership/ Management Culture</td>
<td>42</td>
<td>The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department. Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.</td>
<td>42.3</td>
<td>The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmdr. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Capt. Tim Falvey</td>
<td></td>
</tr>
</tbody>
</table>
## Findings

### Community Policing: Data Business Processes

<table>
<thead>
<tr>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>42.4</td>
<td>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.</td>
<td>Substantial</td>
<td>Request For Information</td>
<td>Community Engagement Division</td>
<td>Credit: Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Lt. Angela Wilhelm</td>
<td></td>
</tr>
</tbody>
</table>

### Community Policing

1. **The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD’s community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.

2. **The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing efforts, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.

3. **The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing efforts, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.

4. **The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing efforts, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.

5. **The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing efforts, particularly those coordinated through the Youth and Community Engagement Unit.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.

### Recommendations

- **Recommendation 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.
- **Recommendation 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.
- **Recommendation 3:** The SFPD should consider reinvigorating its community police academy program to effectively respond to community needs.
- **Recommendation 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.

### 2016 COLLABORATIVE REFORM INITIATIVE

<table>
<thead>
<tr>
<th>Objective Number &amp; Title</th>
<th>Concept</th>
<th>Finding #</th>
<th>Finding</th>
<th>Priority</th>
<th>Status</th>
<th>Compliance</th>
<th>Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 - Community Policing</td>
<td>P Globe Business Processes</td>
<td>42</td>
<td>The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department. Without an overall strategy, the SFPD’s community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Credit: Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Lt. Angela Wilhelm</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Findings

- **Finding 1:** 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.

### Notes

- The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing efforts, particularly those coordinated through the Youth and Community Engagement Unit. The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.

---

27 of 56
<table>
<thead>
<tr>
<th>Objective Number &amp; Title</th>
<th>Concept</th>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 - Community Policing</td>
<td>Doctrine/ Policy Development</td>
<td>44</td>
<td>The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.</td>
<td>44.1</td>
<td>The chief of police should assign a dedicated chief of the Professional Standards and Principled Policing Bureau the responsibility of advancing community policing throughout the entire department and the communities of San Francisco.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cdr. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Sgt. Torrie Grady</td>
<td>David Laser</td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>Doctrine/ Policy Development</td>
<td>44</td>
<td>The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.</td>
<td>44.2</td>
<td>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.</td>
<td>Substantial</td>
<td>02/27/20</td>
<td>Community Engagement Division</td>
<td>Cdr. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Sgt. Torrie Grady</td>
<td>Sgt. Torrie Grady</td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>Doctrine/ Policy Development</td>
<td>44</td>
<td>The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.</td>
<td>44.3</td>
<td>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.</td>
<td>Substantial</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cdr. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Sgt. Michael Andrychuk</td>
<td>Capt. Carl Fabbri</td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>Doctrine/ Policy Development</td>
<td>44</td>
<td>The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.</td>
<td>44.4</td>
<td>The SFPD, through the Principle Policing and Professional Standards Bureau, should engage and support all units by facilitating quarterly meetings among supervisors and managers to discuss cross-organizational goals and community policing plans and outcomes. These meetings should be supported by routine electronic engagement through a shared platform for sharing information.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cdr. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Capt. Carl Fabbri</td>
<td>Capt. Carl Fabbri</td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>Community Policing</td>
<td>45</td>
<td>The SFPD is not focused on community policing efforts across the entire department.</td>
<td>45.1</td>
<td>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.</td>
<td>Low</td>
<td>Request For Information</td>
<td>Community Engagement Division</td>
<td>Cdr. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Sgt. Torrie Grady</td>
<td>Capt. Carl Fabbri</td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>Training</td>
<td>45</td>
<td>The SFPD is not focused on community policing efforts across the entire department.</td>
<td>45.2</td>
<td>SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.</td>
<td>Low</td>
<td>Request For Information</td>
<td>Community Engagement Division</td>
<td>Cdr. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>David Steverding, Director &amp; Chief</td>
<td>Sgt. Torrie Grady</td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>Community Policing</td>
<td>45</td>
<td>The SFPD is not focused on community policing efforts across the entire department.</td>
<td>45.3</td>
<td>The SFPD should consider mandating annual community policing training to the entire agency.</td>
<td>Low</td>
<td>In-Progress</td>
<td>Community Engagement Division</td>
<td>Cdr. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Capt. Jack Hart</td>
<td>Capt. Jack Hart</td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>IT/Data Business Processes</td>
<td>46</td>
<td>The SFPD does not collect data around community policing nor measure success within community policing functions and programs.</td>
<td>46.1</td>
<td>The SFPD needs to prioritize data collection practices promoting community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.</td>
<td>Low</td>
<td>Request For Information</td>
<td>Community Engagement Division</td>
<td>Cdr. Daryl Fong</td>
<td>Lt. Gavin McElveen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>IT/Data Business Processes</td>
<td>46</td>
<td>The SFPD does not collect data around community policing nor measure success within community policing functions and programs.</td>
<td>46.2</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cdr. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Lt. Chris Wilhelm</td>
<td></td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>Doctrine/ Policy Development</td>
<td>46</td>
<td>The SFPD does not collect data around community policing nor measure success within community policing functions and programs.</td>
<td>46.3</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cdr. Daryl Fong</td>
<td>Ctrb. Teresa Evans</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>IT/Data Business Processes</td>
<td>46</td>
<td>The SFPD does not collect data around community policing nor measure success within community policing functions and programs.</td>
<td>46.4</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cdr. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Lt. Chris Wilhelm</td>
<td></td>
</tr>
<tr>
<td>3 - Community Policing</td>
<td>IT/Data Business Processes</td>
<td>46</td>
<td>The SFPD does not collect data around community policing nor measure success within community policing functions and programs.</td>
<td>46.5</td>
<td>The SFPD should publish and post any community survey results.</td>
<td>Low</td>
<td>Request For Information</td>
<td>Community Engagement Division</td>
<td>Cdr. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>William Sanson-Mosier, Acting Director</td>
<td></td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Substantial Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
<td>Findings Manager</td>
<td>Project Manager</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>----------</td>
<td>--------------------------------------------------------------------------</td>
<td>------</td>
<td>--------------------------------------------------------------------------------</td>
<td>----------</td>
<td>--------</td>
<td>----------------------------</td>
<td>----------------</td>
<td>------------------</td>
<td>-----------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>1 - Community Policing</td>
<td>T1 Data Business Processes</td>
<td>47</td>
<td>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 service. The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.</td>
<td>47.1</td>
<td>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).</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmir. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Catherine Matika, Director</td>
<td></td>
</tr>
<tr>
<td>1 - Community Policing</td>
<td>T1 Data Business Processes</td>
<td>47</td>
<td>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 service. The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.</td>
<td>47.2</td>
<td>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.</td>
<td>Low</td>
<td>Request For Information</td>
<td>Community Engagement Division</td>
<td>Cmir. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>David Stevenson, Director &amp; Michael Arduynakht</td>
<td></td>
</tr>
<tr>
<td>1 - Community Policing</td>
<td>Community Policing</td>
<td>47</td>
<td>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 service. The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.</td>
<td>47.3</td>
<td>The role of the Director of Community Engagement should be aligned with organizational and departmental responsibilities.</td>
<td>Low</td>
<td>Request For Information</td>
<td>Community Engagement Division</td>
<td>Cmir. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>David Stevenson, Director</td>
<td></td>
</tr>
<tr>
<td>1 - Community Policing</td>
<td>Community Policing</td>
<td>48</td>
<td>The SFPD needs to develop a robust, broad-based community forum for input on policing priorities across all communities.</td>
<td>48.1</td>
<td>The draft’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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmir. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Patrick Brown, Sr. Advisor</td>
<td></td>
</tr>
<tr>
<td>1 - Community Policing</td>
<td>Community Policing</td>
<td>48</td>
<td>The SFPD needs to develop a robust, broad-based community forum for input on policing priorities across all communities.</td>
<td>48.2</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmir. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Patrick Brown, Sr. Advisor</td>
<td></td>
</tr>
<tr>
<td>2 - Community Policing</td>
<td>Community Policing</td>
<td>49</td>
<td>Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.</td>
<td>49.1</td>
<td>The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmir. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Lt. Mark Hi</td>
<td></td>
</tr>
<tr>
<td>2 - Community Policing</td>
<td>Community Policing</td>
<td>49</td>
<td>Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.</td>
<td>49.2</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmir. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Lt. Mark Hi</td>
<td></td>
</tr>
<tr>
<td>2 - Community Policing</td>
<td>Community Policing</td>
<td>49</td>
<td>Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.</td>
<td>49.3</td>
<td>The SFPD’s training needs to expand beyond traditional community policing and include the foundation and concepts of procedural justice as related concepts.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmir. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Capt. Jack Hart</td>
<td></td>
</tr>
<tr>
<td>2 - Community Policing</td>
<td>Community Policing</td>
<td>49</td>
<td>Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.</td>
<td>49.4</td>
<td>The SFPD’s training needs to expand beyond traditional community policing and include the foundation and concepts of procedural justice as related concepts.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmir. Daryl Fong</td>
<td>Sgt. Ryan Crockett</td>
<td>Lt. Jennifer Jackson</td>
<td></td>
</tr>
</tbody>
</table>
### 2016 Collaborative Reform Initiative

#### Recommendations

<table>
<thead>
<tr>
<th>Objective Number &amp; Title</th>
<th>Concept</th>
<th>Finding #</th>
<th>Findings</th>
<th>Rev #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 - Community Policing</td>
<td>Leadership / Management</td>
<td>S55</td>
<td>The SFPD does not require agency personnel to read the Final Report of the President’s Task Force on 21st Century Policing.</td>
<td>S55.2</td>
<td>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.</td>
<td>Medium</td>
<td>Request for Information</td>
<td>Community Engagement Division</td>
<td>Cmbr. Daryl Fang</td>
<td>Sgt. Ryan Crockett</td>
<td>Lt. Jeffrey Jackson</td>
<td></td>
</tr>
<tr>
<td>4 - Community Policing</td>
<td>Training</td>
<td>S1</td>
<td>Training curricula do not address the complex emerging community issues in the current law enforcement environment.</td>
<td>S1.1</td>
<td>The SFPD should provide procedural justice and explicit and implicit bias training to all department personnel involving civilian staff. This training should become a permanent part of the Academy’s curriculum and should be reviewed with such officer during the department’s annual officer training sessions.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmbr. Daryl Fang</td>
<td>Sgt. Ryan Crockett</td>
<td>Capt. Jack Hart</td>
<td></td>
</tr>
<tr>
<td>5 - Community Policing</td>
<td>Doctrine / Policy Development</td>
<td>S5</td>
<td>The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community.</td>
<td>S5.1</td>
<td>The SFPD should review and strategically align resources to support the Homeless Outreach Teams, which are currently providing service to the homeless community.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmbr. Daryl Fang</td>
<td>Sgt. Ryan Crockett</td>
<td>Sgt. Joseph Menditto</td>
<td></td>
</tr>
<tr>
<td>7 - Community Policing</td>
<td>Doctrine / Policy Development</td>
<td>S5</td>
<td>The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community.</td>
<td>S5.2</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmbr. Daryl Fang</td>
<td>Sgt. Ryan Crockett</td>
<td>Supt. Angelaque Marin</td>
<td></td>
</tr>
<tr>
<td>9 - Community Policing</td>
<td>IT / Data Business Processes</td>
<td>S5</td>
<td>The SFPD does not incorporate the tenets of community policing in its evaluation of employee performance.</td>
<td>S5.1</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmbr. Daryl Fang</td>
<td>Sgt. Ryan Crockett</td>
<td>Capt. Chris Pedrin</td>
<td></td>
</tr>
<tr>
<td>9 - Community Policing</td>
<td>Leadership / Management</td>
<td>S4</td>
<td>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.</td>
<td>S4.1</td>
<td>The SFPD should support and recognize proper exercise of power and authority with good community outcomes in addition to traditionally recognized acts of bravery.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmbr. Daryl Fang</td>
<td>Sgt. Ryan Crockett</td>
<td>Rachael Khishaw</td>
<td></td>
</tr>
</tbody>
</table>
| 9 - Community Policing   | Leadership / Management | S4 | 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. | S4.2 | The SFPD should implement department-wide recognition for an officer of the month as one way to begin to advance a culture of guardianship and reward good community policing practices. | Low | In Progress | Community Engagement Division | Cmbr. Daryl Fang | Sgt. Ryan Crockett | Lt. Sean Friss }

#### Status as of 7/22/20

<table>
<thead>
<tr>
<th>Objective Number &amp; Title</th>
<th>Concept</th>
<th>Finding #</th>
<th>Findings</th>
<th>Rev #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 - Community Policing</td>
<td>Leadership / Management</td>
<td>S55</td>
<td>The SFPD does not require agency personnel to read the Final Report of the President’s Task Force on 21st Century Policing.</td>
<td>S55.2</td>
<td>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.</td>
<td>Medium</td>
<td>Request for Information</td>
<td>Community Engagement Division</td>
<td>Cmbr. Daryl Fang</td>
<td>Sgt. Ryan Crockett</td>
<td>Lt. Jeffrey Jackson</td>
<td></td>
</tr>
<tr>
<td>4 - Community Policing</td>
<td>Training</td>
<td>S1</td>
<td>Training curricula do not address the complex emerging community issues in the current law enforcement environment.</td>
<td>S1.1</td>
<td>The SFPD should provide procedural justice and explicit and implicit bias training to all department personnel involving civilian staff. This training should become a permanent part of the Academy’s curriculum and should be reviewed with such officer during the department’s annual officer training sessions.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmbr. Daryl Fang</td>
<td>Sgt. Ryan Crockett</td>
<td>Capt. Jack Hart</td>
<td></td>
</tr>
<tr>
<td>5 - Community Policing</td>
<td>Doctrine / Policy Development</td>
<td>S5</td>
<td>The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community.</td>
<td>S5.1</td>
<td>The SFPD should review and strategically align resources to support the Homeless Outreach Teams, which are currently providing service to the homeless community.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmbr. Daryl Fang</td>
<td>Sgt. Ryan Crockett</td>
<td>Sgt. Joseph Menditto</td>
<td></td>
</tr>
<tr>
<td>7 - Community Policing</td>
<td>Doctrine / Policy Development</td>
<td>S5</td>
<td>The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community.</td>
<td>S5.2</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmbr. Daryl Fang</td>
<td>Sgt. Ryan Crockett</td>
<td>Supt. Angelaque Marin</td>
<td></td>
</tr>
<tr>
<td>9 - Community Policing</td>
<td>IT / Data Business Processes</td>
<td>S5</td>
<td>The SFPD does not incorporate the tenets of community policing in its evaluation of employee performance.</td>
<td>S5.1</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmbr. Daryl Fang</td>
<td>Sgt. Ryan Crockett</td>
<td>Capt. Chris Pedrin</td>
<td></td>
</tr>
<tr>
<td>9 - Community Policing</td>
<td>Leadership / Management</td>
<td>S4</td>
<td>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.</td>
<td>S4.1</td>
<td>The SFPD should support and recognize proper exercise of power and authority with good community outcomes in addition to traditionally recognized acts of bravery.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmbr. Daryl Fang</td>
<td>Sgt. Ryan Crockett</td>
<td>Rachael Khishaw</td>
<td></td>
</tr>
<tr>
<td>9 - Community Policing</td>
<td>Leadership / Management</td>
<td>S4</td>
<td>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.</td>
<td>S4.2</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Community Engagement Division</td>
<td>Cmbr. Daryl Fang</td>
<td>Sgt. Ryan Crockett</td>
<td>Lt. Sean Friss</td>
<td></td>
</tr>
</tbody>
</table>
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.

The SFPD should encourage the OCC and IAD to identify obstacles that interfere with SFPD adherence to accountability principles. 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.

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 SFPD needs to update its policies and educate personnel to appropriately recognize and report voter intimidation.

The SFPD should ensure that the OCC public complaint informational materials are readily available in the community and in particular prominently displayed in district stations for access by the public. These materials should be designed to educate the public about confidentiality limitations on sharing investigative information to inform residents of the type of feedback they may reasonably expect, and they should be provided in multiple languages.

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 SFPD should work with the OCC and 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 SFPD should ensure that the OCC public complaint informational materials are readily available in the community and in particular prominently displayed in district stations for access by the public. These materials should be designed to educate the public about confidentiality limitations on sharing investigative information to inform residents of the type of feedback they may reasonably expect, and they should be provided in multiple languages.
4 - Accountability

**Leadership/ Management Culture**

57

<table>
<thead>
<tr>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Completion Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>57.1</td>
<td>The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel. Promoting practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.</td>
<td>High</td>
<td>Substantial Completion</td>
<td>10/30/19</td>
<td>Administration</td>
<td>Cdt. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Lt. Andy Cox</td>
<td></td>
<td></td>
</tr>
<tr>
<td>57.2</td>
<td>The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.</td>
<td>High</td>
<td>Substantial Completion</td>
<td>10/30/19</td>
<td>Administration</td>
<td>Cdt. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Lt. Andy Cox</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4 - Accountability

**Doctrine/ Policy Development**

57

<table>
<thead>
<tr>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Completion Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>57.3</td>
<td>The SFPD should ensure that all personnel are trained and educated on the complaint process and the location for the appropriate forms.</td>
<td>High</td>
<td>Request for Information</td>
<td></td>
<td>Administration</td>
<td>Cdt. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Lt. Michael Navin</td>
<td></td>
<td></td>
</tr>
<tr>
<td>57.4</td>
<td>The SFPD should develop &quot;next steps&quot; and &quot;know your rights&quot; handouts for complainants who file complaints at department facilities.</td>
<td>High</td>
<td>Substantial Completion</td>
<td>10/30/19</td>
<td>Administration</td>
<td>Cdt. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Capt. Nicholas Raimondi</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4 - Accountability

**Doctrine/ Policy Development**

58

<table>
<thead>
<tr>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Completion Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>58.1</td>
<td>The SFPD should establish a record system for ensuring that complaints received at a district station are forwarded properly and in a timely manner to the OCC. E-mail and fax should be considered for ensuring delivery and creating a record.</td>
<td>High</td>
<td>Request for Information</td>
<td></td>
<td>Administration</td>
<td>Cdt. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Lt. Andy Cox</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4 - Accountability

**Doctrine/ Policy Development**

59

<table>
<thead>
<tr>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Completion Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>59.1</td>
<td>Members, including investigators, of the IA Administrative Unit and IA Criminal Investigations Unit should meet regularly to discuss procedures, practices, and the flow of assigned cases to ensure that administrative violations are timely and properly addressed.</td>
<td>Immediate</td>
<td>In Progress</td>
<td></td>
<td>Administration</td>
<td>Cdt. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Lt. Kathryn Waaland</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4 - Accountability

**Doctrine/ Policy Development**

60

<table>
<thead>
<tr>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Completion Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>60.1</td>
<td>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 13304(e), which requires the completion of an administrative investigation into misconduct within one year of the agency discovery.</td>
<td>Medium</td>
<td>In Progress</td>
<td></td>
<td>Administration</td>
<td>Cdt. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Lt. Kathryn Waaland</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4 - Accountability

**Doctrine/ Policy Development**

60

<table>
<thead>
<tr>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Completion Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>60.2</td>
<td>The SFPD and OCC should build 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.</td>
<td>Immediate</td>
<td>Substantial Completion</td>
<td>02/12/20</td>
<td>Administration</td>
<td>Cdt. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Lt. Andy Cox</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4 - Accountability

**Leadership/ Management Culture**

60

<table>
<thead>
<tr>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Completion Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>60.3</td>
<td>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.</td>
<td>Immediate</td>
<td>In Progress</td>
<td></td>
<td>Administration</td>
<td>Cdt. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Lt. Kathryn Waaland</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4 - Accountability

**Doctrine/ Policy Development**

61

<table>
<thead>
<tr>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Completion Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>61.1</td>
<td>The SFPD should develop a Standard Operating Procedures Manual detailing the scope of responsibility for all functions within the IDO. Standard operating procedures should provide guidance and advice on conflict resolution, whether internal or external to the SFPD.</td>
<td>Low</td>
<td>In Progress</td>
<td></td>
<td>Administration</td>
<td>Cdt. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Lt. Angela Wilhelm &amp; Sgt. Dianne Khuu</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4 - Accountability

**Doctrine/ Policy Development**

61

<table>
<thead>
<tr>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Completion Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>61.2</td>
<td>The SFPD should develop “next steps” and “know your rights” handouts for complainants who file complaints against officers.</td>
<td>Low</td>
<td>In Progress</td>
<td></td>
<td>Administration</td>
<td>Cdt. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Lt. Angela Wilhelm &amp; Sgt. Dianne Khuu</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Substantial Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>-------</td>
<td>-----------------</td>
<td>---------</td>
<td>--------</td>
<td>--------------------------</td>
<td>--------</td>
<td>------------------</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>62</td>
<td>Files stored with the SFPD's Internal Affairs Division are secured, but compelled statements are not isolated. During the file reviews, the assessment team did not find any compelled statements isolated.</td>
<td>62.1</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>04/21/20</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Leadership/ Management Culture</td>
<td>63</td>
<td>The SFPD does not fully support members performing internal affairs functions. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.</td>
<td>63.1</td>
<td>The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.</td>
<td>Medium</td>
<td>Substantial Compliance</td>
<td>02/06/20</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Leadership/ Management Culture</td>
<td>63</td>
<td>The SFPD does not fully support members performing internal affairs functions. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.</td>
<td>63.2</td>
<td>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.</td>
<td>Medium</td>
<td>Substantial Compliance</td>
<td>02/06/20</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>-------</td>
<td>----------------</td>
<td>----------</td>
<td>--------</td>
<td>-----------------</td>
<td>--------</td>
<td>-------------------</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Leadership/Management</td>
<td>63</td>
<td>The SFPD does not fully support members conducting internal affairs functions. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.</td>
<td>64.1</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/Policy Development</td>
<td>64</td>
<td>The SFPD does not routinely collaborate with the Office of Citizen Complaints. The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, compliance investigations, and basis for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.</td>
<td>64.2</td>
<td>The SFPD should immediately accept OCC’s recommendation, as reported in the First Quarter 2016 Special Report, to convene quarterly meetings between OCC staff and SFPD staff.</td>
<td>High</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/Policy Development</td>
<td>64</td>
<td>The SFPD does not routinely collaborate with the Office of Citizen Complaints. The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, compliance investigations, and basis for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.</td>
<td>64.3</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Substantial Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>-------</td>
<td>-----------------</td>
<td>---------</td>
<td>-------</td>
<td>---------------------------</td>
<td>--------</td>
<td>------------------</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/Policy Development</td>
<td>64</td>
<td>The SFPD does not routinely collaborate with the Office of Citizen Complaints. The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.</td>
<td>64.4</td>
<td>The SFPD should work with OCC to develop standards within 30 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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cnde. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/Policy Development</td>
<td>64</td>
<td>The SFPD does not routinely collaborate with the Office of Citizen Complaints. The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.</td>
<td>64.5</td>
<td>The SFPD should engage with OCC to ensure that the classification for complaints and their history of reported consistently between the two agencies to ensure better transparency.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cnde. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>IT/Data Business Processes</td>
<td>65</td>
<td>The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions. This information is shared with the SFPD and largely available publicly on the OCC website. However, the SFPD rarely uses complaint information or aggregated data to inform change management priorities in areas such as professional conduct, community and police relations, training, and policy.</td>
<td>65.1</td>
<td>The SFPD should develop a departmental 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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cnde. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>IT/Data Business Processes</td>
<td>65</td>
<td>The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions. This information is shared with the SFPD and largely available publicly on the OCC website. However, the SFPD rarely uses complaint information or aggregated data to inform change management priorities in areas such as professional conduct, community and police relations, training, and policy.</td>
<td>65.2</td>
<td>The SFPD should raise district captains’ awareness of the information by requiring IAD to present a trends analysis report of OCC case activity, emerging issues, and concerns at CompStat meetings every quarter.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cnde. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>IT/Data Business Processes</td>
<td>66</td>
<td>The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report. OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.</td>
<td>66.1</td>
<td>The SFPD should meet with OCC on a quarterly basis following the release of the Sparks Report to discuss the recommendations.</td>
<td>Medium</td>
<td>Request For Information</td>
<td>Administration</td>
<td>Cnde. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/Policy Development</td>
<td>66</td>
<td>The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report. OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.</td>
<td>66.2</td>
<td>The SFPD should make it mandatory for the Professional Standards and Fraternal Police Bureau to review the Sparks Report and direct action where appropriate.</td>
<td>Medium</td>
<td>Request For Information</td>
<td>Administration</td>
<td>Cnde. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/Policy Development</td>
<td>66</td>
<td>The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report. OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.</td>
<td>66.3</td>
<td>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.</td>
<td>Low</td>
<td>Request For Information</td>
<td>Administration</td>
<td>Cnde. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
</tr>
<tr>
<td>6 - Accountability</td>
<td>Doctrine/Policy Development</td>
<td>67</td>
<td>The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct. In part, this is because the SFPD does not have appropriate data systems to allow for data-led management and policing decisions.</td>
<td>67.1</td>
<td>The SFPD must work to develop practices that measure, analyze, and assess trends in public complaints and employee misconduct.</td>
<td>Low</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cnde. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
</tr>
</tbody>
</table>
The SFPD should increase transparency by collecting and providing data, policies, and findings. William Sanson-Mosier, SFPD leadership should examine opportunities to incorporate procedural justice into the SFPD’s processes. Sgt. Ryan Jones and Sgt. Joelle Harrell

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. William Sanson-Mosier, Acting Director

The SFPD has poor data collection and analysis, which significantly impacts effective overall organization management and accountability. The technology in the SFPD requires significant updating. Lt. Kathryn Waaland

The SFPD does not consistently apply the principles of procedural justice. Lt. Kathryn Waaland

The process to update Department General Orders is overly protection and does not allow the SFPD to respond in a timely manner to emerging policing issues. As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.

<table>
<thead>
<tr>
<th>Objective Number &amp; Title</th>
<th>Concept</th>
<th>Finding #</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>4 - Accountability</td>
<td>IT/Data Business Processes</td>
<td>67</td>
<td>The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct. In part, this is because the SFPD does not have appropriate data systems to allow for data-led management and policing decisions.</td>
<td>67.2</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cntr. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>William Sanson-Mosier, Acting Director</td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>IT/Data Business Processes</td>
<td>68</td>
<td>The SFPD has poor data collection and analysis, which significantly impacts effective overall organization management and accountability. The technology in the SFPD requires significant updating. However, poor data collection practices, including lack of supervisory review and accountability for improperly completed reports and form sets, contributes to the poor data environment.</td>
<td>68.1</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cntr. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Sgt. Herb Hy</td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>68</td>
<td>The SFPD has poor data collection and analysis, which significantly impacts effective overall organization management and accountability. The technology in the SFPD requires significant updating. However, poor data collection practices, including lack of supervisory review and accountability for improperly completed reports and form sets, contributes to the poor data environment.</td>
<td>68.2</td>
<td>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.</td>
<td>Immediate</td>
<td>Request For Information</td>
<td>Administration</td>
<td>Cntr. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>William Sanson-Mosier, Acting Director</td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>IT/Data Business Processes</td>
<td>69</td>
<td>The SFPD does not consistently apply the principles of procedural justice. The 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, IBC, IAO, and POS leadership should be partners in this process. Albeit conclusions are drawn from a small sample, the assessment team is concerned that in review of some investigations, the officers who received discipline were primarily ethnically or racially minorities or women. In an organization where very few officers received suspensions for misconduct, this discrepancy stood out.</td>
<td>69.1</td>
<td>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, IBC, IAO, and POS leadership should be partners in this process.</td>
<td>Low</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cntr. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Lt. Kathryn Waaland</td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>69</td>
<td>The SFPD does not consistently apply the principles of procedural justice.</td>
<td>69.2</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cntr. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Lt. Kathryn Waaland</td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>69</td>
<td>The SFPD does not consistently apply the principles of procedural justice.</td>
<td>69.3</td>
<td>The SFPD should report annually to the Police Commission the analysis of discipline including officer demographics and prior discipline histories.</td>
<td>Low</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cntr. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Lt. Kathryn Waaland</td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>70</td>
<td>The process to update Department General Orders is overly protection and does not allow the SFPD to respond in a timely manner to emerging policing issues. As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.</td>
<td>70.1</td>
<td>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.</td>
<td>Low</td>
<td>Substantial Compliance</td>
<td>10/21/20</td>
<td>Administration</td>
<td>Cntr. Denise Flaherty</td>
<td>Lt. Joelle Harrell</td>
<td>Sgt. Ryan Jones</td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
<td>Findings Manager</td>
<td>Project Manager</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>-------</td>
<td>-----------------</td>
<td>----------</td>
<td>------</td>
<td>-----------------</td>
<td>--------</td>
<td>------------------</td>
<td>-----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>70</td>
<td>The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues. As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.</td>
<td>70.2</td>
<td>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.</td>
<td>Line</td>
<td>Substantial</td>
<td>07/29/20</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Sgt. Ryan Jones</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>70</td>
<td>The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues. As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.</td>
<td>70.3</td>
<td>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.</td>
<td>Line</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Sgt. Ryan Jones</td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>70</td>
<td>The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues. As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.</td>
<td>70.4</td>
<td>Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.</td>
<td>Line</td>
<td>Request for Information</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Sgt. Ryan Jones</td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>71</td>
<td>The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins. Clearly articulated policies are needed to help SFPD personnel make the right decisions.</td>
<td>71.1</td>
<td>The SFPD needs to work with the Police Commission to create a process to make timely and necessary updates to key policies.</td>
<td>Medium</td>
<td>Substantial</td>
<td>02/28/20</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Sgt. Ryan Jones</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>71</td>
<td>The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins. Clearly articulated policies are needed to help SFPD personnel make the right decisions.</td>
<td>71.2</td>
<td>The SFPD should develop a general order review matrix paradigm upon area of risk, operational need, and public concern to allow for timely update and review of prioritized orders.</td>
<td>Medium</td>
<td>Substantial</td>
<td>10/23/19</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Sgt. Ryan Jones</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>72</td>
<td>Department Bulletins are used as a workaround for the Department General Order approval process.</td>
<td>72.1</td>
<td>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.</td>
<td>Medium</td>
<td>Substantial</td>
<td>10/23/19</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Sgt. Ryan Jones</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>IT/Data Business Processes</td>
<td>72</td>
<td>Department Bulletins are used as a workaround for the Department General Order approval process.</td>
<td>72.2</td>
<td>All Department Class A Bulletins and any Department Bulletin that modifies an existing Department General Order should be posted on the SFPD’s website.</td>
<td>Medium</td>
<td>Substantial</td>
<td>10/23/19</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Dave Stevenson, Director</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>73</td>
<td>Department Bulletins are used as a workaround for the Department General Order approval process.</td>
<td>73.1</td>
<td>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.</td>
<td>Line</td>
<td>Substantial</td>
<td>10/23/19</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Sgt. Ryan Jones</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>73</td>
<td>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.</td>
<td>73.1</td>
<td>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.</td>
<td>Medium</td>
<td>Request for Information</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Sgt. Henry Ha</td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>73</td>
<td>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.</td>
<td>73.2</td>
<td>Once a mechanism is established, the SFPD should create a protocol for notification, noncompliance, and accountability.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Sgt. Henry Ha</td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>74</td>
<td>The SFPD does not provide sufficient training, supervision, support, and guidance when releasing new Department Bulletins. Training is critical, particularly when associated with risk issues such as use of force, bias, stop and searches. It was rare that any training accompanied new policies outlined in Department Bulletin, as evidenced in the lack of training development before the introduction of the mandatory requirement to carry the 36-inch baton.</td>
<td>74.1</td>
<td>The SFPD should conduct a thorough and structured approach when creating new policies and procedures via Department Bulletins.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>U. Michael Havv</td>
<td></td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Finding</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Substantial Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
<td>Findings Manager</td>
<td>Project Manager</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>---------</td>
<td>-------</td>
<td>----------------</td>
<td>----------</td>
<td>-------</td>
<td>-----------------------------</td>
<td>--------</td>
<td>------------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Training</td>
<td>74</td>
<td></td>
<td></td>
<td>The SFPD does not provide sufficient training, supervision, and guidance when releasing new Department Bulletins. Training is critical, particularly when associated with risk issues such as use of force, bias, stop and seizure. It was rare that any training accompanied new policies outlined in Department Bulletins, as evidenced in the lack of training development before the introduction of the mandatory requirement to carry the 36-inch baton.</td>
<td>Low</td>
<td>In Progress</td>
<td></td>
<td>Administration</td>
<td>Lt. Michael Hevin</td>
<td>Lt. Michael Hevin</td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>75</td>
<td>The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins. The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without reviewing any substantive updates and in place of addressing the issue within the appropriate Department General Order.</td>
<td>Medium</td>
<td>In Progress</td>
<td></td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Sgt. Ryan Jones</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>75</td>
<td>The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins. The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without reviewing any substantive updates and in place of addressing the issue within the appropriate Department General Order.</td>
<td>Low</td>
<td>Substantial</td>
<td>03/02/20</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Sgt. Ryan Jones</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>Doctrine/ Policy Development</td>
<td>75</td>
<td>The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins. The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without reviewing any substantive updates and in place of addressing the issue within the appropriate Department General Order.</td>
<td>Low</td>
<td>Substantial</td>
<td>02/06/20</td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Sgt. Ryan Jones</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>IT/Data Business Processes</td>
<td>76</td>
<td>Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible. Absent an easily cross-referenced system, particularly one where Department Bulletins can supersede a Department General Order, policy failure or incorrect action can occur.</td>
<td>Medium</td>
<td>Review</td>
<td></td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>William Sanson-Mosier Acting Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>IT/Data Business Processes</td>
<td>76</td>
<td>Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible. Absent an easily cross-referenced system, particularly one where Department Bulletins can supersede a Department General Order, policy failure or incorrect action can occur.</td>
<td>Medium</td>
<td>Review</td>
<td></td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>William Sanson-Mosier Acting Director</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>IT/Data Business Processes</td>
<td>77</td>
<td>The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.</td>
<td>Medium</td>
<td>In Progress</td>
<td></td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Sgt. Henry Ha</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 - Accountability</td>
<td>IT/Data Business Processes</td>
<td>77</td>
<td>The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.</td>
<td>Medium</td>
<td>In Progress</td>
<td></td>
<td>Administration</td>
<td>Cmdr. Denise Flaherty</td>
<td>Sgt. Joelle Harrell</td>
<td>Sgt. Henry Ha</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Finding #

The SFPD should use performance evaluations as an evaluation factor in promotions.

The SFPD should consider partnering with local academic institutions to evaluate its Administration

In Progress

Lt. Tony Damato

Sgt. Joelle Harrell

Request For...

Doctrine/ Policy

Status

Despite a relatively good record in hiring diverse candidates,

Doctrine/ Policy

A/Lt. Lloyd Martin &

Bureau

Sgt. Joelle Harrell

Administration

Jason Cunningham,

The SFPD does not have internal protocols for collaboration with

Lt. Robert Kobold

The SFPD does not have internal protocols for collaboration with

Lt. Nicole Jones &

Administration

In Progress

Sgt. Joelle Harrell

Clear communication protocols, responsibilities, and roles need to be established among

The SFPD does not engage in any outside evaluations of its practices,

The SFPD should publish annual statistics on the demographics of applicants for each

Sgt. Joelle Harrell

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

In Progress

Administration

Lt. Robert Kobold

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

Sgt. Joelle Harrell

The SFPD does not have internal protocols for collaboration with

2. Accountability

Doctrine/ Policy Development

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

78 1 The SFPD should consider partnering with local academic institutions to evaluate its reform program, particularly as it seeks to implement the recommendations in this report.

Low In Progress

Administration

Lt. Joelle Harrell

Sgt. Craig Cunningham, Program Manager

3. Accountability

Doctrine/ Policy Development

79 Evaluation of employee performance is not an institutionalized practice in the SFPD. SFPD personnel interviewed did not recall having or conducting a performance evaluation within the department.

79 1 The SFPD should adopt a policy and implement the practice of completing regular performance evaluations of all department employees tailored to goals and objectives, job functions, and desired behavior and performance indicators.

Low In Progress

Administration

Lt. Joelle Harrell

Lt. Robert Kobold

3. Accountability

Doctrine/ Policy Development

79 Evaluation of employee performance is not an institutionalized practice in the SFPD. SFPD personnel interviewed did not recall having or conducting a performance evaluation within the department.

79 2 SFPD leadership needs to create a system to ensure that all personnel are being evaluated at least twice a year.

Low In Progress

Administration

Lt. Joelle Harrell

Lt. Robert Kobold

4. Accountability

Doctrine/ Policy Development

80 The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California. Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.

80 1 The SFPD should create a policy governing the reporting of criminal activity and administrative misconduct uncovered during any type of covert investigation. Such policies will prepare the department for complex legal situations with multijurisdictional responsibilities for either criminal or administrative investigations into officer conduct.

Medium In Progress

Administration

Lt. Joelle Harrell

Lt. Tony Damato

4. Accountability

Doctrine/ Policy Development

80 The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California. Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.

80 2 Clear communication protocols, responsibilities, and roles need to be established among the key partners responsible for investigations into criminal conduct and address administrative misconduct by officers.

Medium In Progress

Administration

Lt. Joelle Harrell

Lt. Tony Damato

4. Accountability

Doctrine/ Policy Development

80 The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California. Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.

80 3 The SFPD should develop clear and defined policies and protocols to address reporting and confidentiality requirements for officers investigating criminal activity and administrative misconduct of other police officers uncovered during any type of investigation.

Medium In Progress

Administration

Lt. Joelle Harrell

Lt. Tony Damato

1. Recruitment, Hiring, and Personnel Practices

Doctrine/ Policy Development

81 Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool. A lack of community engagement perpetuates this perception over hiring requirements.

81 1 The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.

High Request For Information

Administration

Sgt. Gabe Rivera

A/1st Lloyd March &

Sgt. Christina Serrano

1. Recruitment, Hiring, and Personnel Practices

IT/Data Business Processes

81 Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool. A lack of community engagement perpetuates this perception over hiring requirements.

81 2 The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.

Low Request For Information

Administration

Lt. Nicole Jones &

Celeste Berg
### 5 - Recruitment, Hiring, and Personnel Practices

<table>
<thead>
<tr>
<th>Objective Number &amp; Title</th>
<th>Concept</th>
<th>Finding</th>
<th>Findings</th>
<th>Rec #</th>
<th>Recommendations</th>
<th>Priority</th>
<th>Status</th>
<th>Substantial Compliance Date</th>
<th>Bureau</th>
<th>Executive Sponsor</th>
<th>Findings Manager</th>
<th>Project Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment, Hiring, and Personnel Practices</td>
<td>Data Business Processes</td>
<td>E1</td>
<td>Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool. A lack of community engagement perpetuates this perception over hiring requirements.</td>
<td>E1.5</td>
<td>The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as recruitment sources for applicants who are hired and not hired; whether applicants are the result of personal referral, Internet, career center, print media, job fair, community or outreach event, school career center, radio, selection, outplacement service, or social media; passage rate by gender, race, and ethnicity for each major selection hurdle including written test, physical abilities, oral interview, polygraph, psychological assessment, hiring panel, and medical; selection rates by race, gender, and national origin; attrition rates by race, gender, national origin, and phase in training.</td>
<td>High</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgd. Gabe Rivera</td>
<td>A/Lt. Lloyd Martin &amp; Sgd. Christina Serrano</td>
<td></td>
</tr>
<tr>
<td>Recruitment, Hiring, and Personnel Practices</td>
<td>Community Policing</td>
<td>E2</td>
<td>The SFPD does not fully engage its applicants throughout the hiring process. Given the lengthy and intense process for hiring, the SFPD needs to develop a program for engaging quality candidates early on and keeping them interested in and involved with the department.</td>
<td>E2.1</td>
<td>The SFPD should develop an active social media and website presence to entice qualified candidates and keep them engaged throughout the application process.</td>
<td>Medium</td>
<td>Request For Information</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgd. Gabe Rivera</td>
<td>Sgd. Christina Serrano</td>
<td></td>
</tr>
<tr>
<td>Recruitment, Hiring, and Personnel Practices</td>
<td>Data Business Processes</td>
<td>E3</td>
<td>The SFPD does not fully engage its applicants throughout the hiring process. Given the lengthy and intense process for hiring, the SFPD needs to develop a program for engaging quality candidates early on and keeping them interested in and involved with the department.</td>
<td>E3.1</td>
<td>The SFPD should consider creating information boards and “applicant-only” websites and providing ongoing updates and department information to applicants during the hiring process.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgd. Gabe Rivera</td>
<td>A/Lt. Lloyd Martin &amp; Sgd. Christina Serrano</td>
<td></td>
</tr>
<tr>
<td>Recruitment, Hiring, and Personnel Practices</td>
<td>Training</td>
<td>E1</td>
<td>The SFPD is not administering a physical ability test (PAT). The SFPD sought to update or eliminate the PAT requirement to repeatedly pull a firearm trigger. As a result, the entire PAT must be redesigned and validated. As of the date of this report, the PAT is not part of the selection process and was therefore not a part of the assessment. However, a selection process that does not include a physical abilities test is not optimal because physical skills are important for police officers. PATs are supposed to ensure a police officer’s ability to perform effectively and simulate police officer work. However, some elements of the test for SFPD applicants may be outdated and inconsistent with emerging practices.</td>
<td>E1.1</td>
<td>The SFPD should work with City Hall to reintroduce a valid PAT that is aligned with current policing and state POST requirements within 180 days of this report.</td>
<td>High</td>
<td>Request For Information</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgd. Gabe Rivera</td>
<td>Sgd. Christina Serrano</td>
<td></td>
</tr>
<tr>
<td>Recruitment, Hiring, and Personnel Practices</td>
<td>Training</td>
<td>E2</td>
<td>The SFPD is not administering a physical ability test (PAT). The SFPD sought to update or eliminate the PAT requirement to repeatedly pull a firearm trigger. As a result, the entire PAT must be redesigned and validated. As of the date of this report, the PAT is not part of the selection process and was therefore not a part of the assessment. However, a selection process that does not include a physical abilities test is not optimal because physical skills are important for police officers. PATs are supposed to ensure a police officer’s ability to perform effectively and simulate police officer work. However, some elements of the test for SFPD applicants may be outdated and inconsistent with emerging practices.</td>
<td>E2.2</td>
<td>The SFPD should continuously evaluate the PAT process to ensure no unintended impact for any of the diverse candidates it seeks to hire.</td>
<td>Low</td>
<td>Request For Information</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgd. Gabe Rivera</td>
<td>Sgd. Christina Serrano</td>
<td></td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Substantial Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
<td>Findings Manager</td>
<td>Project Manager</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>-------</td>
<td>----------------</td>
<td>----------</td>
<td>--------</td>
<td>-----------------------------</td>
<td>--------</td>
<td>---------------------</td>
<td>----------------</td>
<td>--------------</td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>Doctrine/ Policy Development</td>
<td>84</td>
<td>SFPD recruitment and hiring practices are disjointed. The SFPD currently has three separate units within two bureaus that handle recruitment and hiring practices, each reporting to different organizational chains of command. The SFPD’s recruitment and hiring functions are spread across two different bureaus and several chains of command. The Professional Standards and Principled Policing Bureau oversees the Recruitment Unit, which has the responsibility to market the department to attract qualified, diverse candidates. Thereafter, SFPD’s Administration Bureau, under the command of a deputy chief, has primary responsibility for the majority of the functions related to the hiring process and training recruits. The Background Investigation Unit, a component of the Staff Services Division of the Administration Bureau, is responsible for investigating and adjudicating the backgrounds of employment applicants. The Personnel Unit of the Staff Services Division of the Administration Bureau is responsible for all formalized training functions for the Department and includes the Academy, the Field Training Office, the Office of Education and Training, and the Firearms Range. Each of these units, divisions, and bureaus plays a critical role in advancing diversity in the SFPD. However, by splitting up the chains of command, recruitment and hiring practices become disjointed.</td>
<td>84.1</td>
<td>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.</td>
<td>Low</td>
<td>Request For Information</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Capt. Paul Yep</td>
<td></td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>Doctrine/ Policy Development</td>
<td>84</td>
<td>SFPD recruitment and hiring practices are disjointed. The SFPD currently has three separate units within two bureaus that handle recruitment and hiring practices, each reporting to different organizational chains of command. The SFPD’s recruitment and hiring functions are spread across two different bureaus and several chains of command. The Professional Standards and Principled Policing Bureau oversees the Recruitment Unit, which has the responsibility to market the department to attract qualified, diverse candidates. Thereafter, SFPD’s Administration Bureau, under the command of a deputy chief, has primary responsibility for the majority of the functions related to the hiring process and training recruits. The Background Investigation Unit, a component of the Staff Services Division of the Administration Bureau, is responsible for investigating and adjudicating the backgrounds of employment applicants. The Personnel Unit of the Staff Services Division of the Administration Bureau is responsible for all formalized training functions for the Department and includes the Academy, the Field Training Office, the Office of Education and Training, and the Firearms Range. Each of these units, divisions, and bureaus plays a critical role in advancing diversity in the SFPD. However, by splitting up the chains of command, recruitment and hiring practices become disjointed.</td>
<td>84.2</td>
<td>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.</td>
<td>Low</td>
<td>Request For Information</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Capt. Paul Yep</td>
<td></td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Substantial Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
<td>Findings Manager</td>
<td>Project Manager</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>-------</td>
<td>-----------------</td>
<td>----------</td>
<td>-------</td>
<td>-----------------------------</td>
<td>--------</td>
<td>-------------------</td>
<td>----------------</td>
<td>---------------</td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>Doctrine/ Policy Development</td>
<td>85</td>
<td>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.</td>
<td>80.1</td>
<td>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.</td>
<td>High</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Sgt. Christina Serrano</td>
<td></td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>Community Policing</td>
<td>85</td>
<td>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.</td>
<td>80.2</td>
<td>The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.</td>
<td>High</td>
<td>Request For Information</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Sgt. Christina Serrano</td>
<td></td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>Community Policing</td>
<td>85</td>
<td>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.</td>
<td>80.3</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Sgt. Christina Serrano</td>
<td></td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>Community Policing</td>
<td>85</td>
<td>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.</td>
<td>80.4</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Sgt. Christina Serrano</td>
<td></td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>Doctrine/ Policy Development</td>
<td>86</td>
<td>The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.</td>
<td>86.1</td>
<td>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.</td>
<td>Low</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>A/Lt. Lloyd Martin</td>
<td></td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>Leadership/ Management Culture</td>
<td>86</td>
<td>The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.</td>
<td>86.2</td>
<td>The SFPD should ensure that there is diversity within the investigation that comprise the Background Investigation Unit.</td>
<td>Medium</td>
<td>Request For Information</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>A/Lt. Lloyd Martin</td>
<td></td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>Doctrine/ Policy Development</td>
<td>87</td>
<td>The Background Investigation Unit lacks valid performance measures to evaluate background investigators.</td>
<td>87.1</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Capt. Paul Jep &amp; A/Lt. Lloyd Martin</td>
<td></td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>IT/Data Business Processes</td>
<td>87</td>
<td>The Background Investigation Unit lacks valid performance measures to evaluate background investigators.</td>
<td>87.2</td>
<td>The SFPD should develop the overall background investigation process including the demographics of candidates interviewed and progressed for hiring decisions.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>A/Lt. Lloyd Martin &amp; Celeste Beng</td>
<td></td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>IT/Data Business Processes</td>
<td>88</td>
<td>Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits. Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.</td>
<td>88.1</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Lt. Michael Nevin</td>
<td></td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>Training</td>
<td>88</td>
<td>Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits. Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.</td>
<td>88.2</td>
<td>The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Lt. Michael Nevin &amp; Lt. Mark Im</td>
<td></td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>Training</td>
<td>88</td>
<td>Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits. Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.</td>
<td>88.3</td>
<td>The SFPD should evaluate whether orientation for recruits has positively impacted disproportionate termination rates related to Emergency Vehicle Operations Training failures. If not, the SFPD should identify other strategies to assist recruits.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Lt. Michael Nevin</td>
<td></td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>Doctrine/ Policy Development</td>
<td>88</td>
<td>Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits. Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.</td>
<td>88.4</td>
<td>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.</td>
<td>Immediate</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Sgt. Christina Serrano</td>
<td></td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Substantial Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
<td>Findings Manager</td>
<td>Project Manager</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>-------</td>
<td>-----------------</td>
<td>----------</td>
<td>--------</td>
<td>----------------------------</td>
<td>----------</td>
<td>------------------</td>
<td>----------------</td>
<td>---------------</td>
</tr>
<tr>
<td>2 - Recruitment, Hiring, and Personnel Practices</td>
<td>Doctrine/ Policy Development</td>
<td>93</td>
<td>The SFPD lacks a strategic plan for diversity including recruitment, retention, and advancement. The SFPD is to be commended for its diversity in overall staffing.</td>
<td>96.1</td>
<td>As part of the Strategic Plan (recommendation 3B.1), the SFPD should develop a comprehensive diversity strategy plan that articulates the department’s vision and commitment to organization-wide diversity initiatives including recruiting, hiring, and retaining a diverse and high-performing workforce. For this recommendation, the diversity strategic plan should identify specific diversity recruiting priorities that are informed by empirical data that identify areas of underrepresentation; identify specific recruiting activities and targets for diversity recruiting emphasis; establish specific responsibilities for implementing and supporting action items for diversity program staff; establish performance measures to track progress, solidify commitment, and ensure accountability across the organization for diversity in all ranks and units.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cidr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Capt. Paul Yep</td>
<td></td>
</tr>
<tr>
<td>2 - Recruitment, Hiring, and Personnel Practices</td>
<td>IT/Data Business Processes</td>
<td>90</td>
<td>The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks. Through visible commitment to diversity at all ranks of the department, the SFPD can establish itself as a welcoming organization for all communities.</td>
<td>90.1</td>
<td>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.</td>
<td>Low</td>
<td>Required For Information</td>
<td>Administration</td>
<td>Cidr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Lt. Nicole Jones</td>
<td></td>
</tr>
<tr>
<td>2 - Recruitment, Hiring, and Personnel Practices</td>
<td>Leadership/ Management Culture</td>
<td>90</td>
<td>The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks. Through visible commitment to diversity at all ranks of the department, the SFPD can establish itself as a welcoming organization for all communities.</td>
<td>90.2</td>
<td>The SFPD should commit to ensuring transparency and diversity in key assignments predicated on advancing and developing a talented and diverse pool of leaders.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cidr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Capt. Paul Yep</td>
<td></td>
</tr>
<tr>
<td>2 - Recruitment, Hiring, and Personnel Practices</td>
<td>Leadership/ Management Culture</td>
<td>91</td>
<td>The promotion process is not transparent. The lack of transparency has created a level of distrust in the process in segments of the department.</td>
<td>91.2</td>
<td>The SFPD should increase the level of transparency of the promotion process and should clearly outline the qualifications required to advance for promotion.</td>
<td>Low</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cidr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Capt. Paul Yep</td>
<td></td>
</tr>
<tr>
<td>2 - Recruitment, Hiring, and Personnel Practices</td>
<td>IT/Data Business Processes</td>
<td>91</td>
<td>The promotion process is not transparent. The lack of transparency has created a level of distrust in the process in segments of the department.</td>
<td>91.2</td>
<td>The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cidr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Capt. Paul Yep</td>
<td></td>
</tr>
<tr>
<td>2 - Recruitment, Hiring, and Personnel Practices</td>
<td>Community Policing</td>
<td>93</td>
<td>The promotion process is not transparent. The lack of transparency has created a level of distrust in the process in segments of the department.</td>
<td>93.2</td>
<td>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.</td>
<td>Medium</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cidr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Capt. Paul Yep</td>
<td></td>
</tr>
<tr>
<td>2 - Recruitment, Hiring, and Personnel Practices</td>
<td>Leadership/ Management Culture</td>
<td>92</td>
<td>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.</td>
<td>92.1</td>
<td>The SFPD should require the Final Report of the President’s Task Force on 21st Century Policing as required reading for all promotions.</td>
<td>High</td>
<td>Substantial</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Capt. Paul Yep</td>
<td></td>
</tr>
<tr>
<td>2 - Recruitment, Hiring, and Personnel Practices</td>
<td>Leadership/ Management Culture</td>
<td>92</td>
<td>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.</td>
<td>92.2</td>
<td>The SFPD needs to require this assessment report as reading for all promotions.</td>
<td>High</td>
<td>Substantial</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Capt. Paul Yep</td>
<td></td>
</tr>
<tr>
<td>2 - Recruitment, Hiring, and Personnel Practices</td>
<td>Continue/ Policy Development</td>
<td>91</td>
<td>The SFPD’s Policing Employee Groups (PEGs) have a perception that their input and contributions to the department are not seriously considered.</td>
<td>91.2</td>
<td>The SFPD and the Policing Employee Groups should look for ways to better institutionalize and incorporate their input into department operations where appropriate. Opportunities may include using members of the PEGs to serve on department panels and committees; help address issues of bias as part of the department’s ongoing training by bringing forth their experience and perspective; work as community ambassadors for community members or as recruiters for hiring; address areas of institutional practices that could be considered biased.</td>
<td>Low</td>
<td>In Progress</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Sgr. Cristina Franco</td>
<td></td>
</tr>
<tr>
<td>Objective Number &amp; Title</td>
<td>Concept</td>
<td>Finding #</td>
<td>Findings</td>
<td>Rec #</td>
<td>Recommendations</td>
<td>Priority</td>
<td>Status</td>
<td>Substantial Compliance Date</td>
<td>Bureau</td>
<td>Executive Sponsor</td>
<td>Findings Manager</td>
<td>Project Manager</td>
</tr>
<tr>
<td>--------------------------</td>
<td>---------</td>
<td>-----------</td>
<td>----------</td>
<td>------</td>
<td>-----------------</td>
<td>----------</td>
<td>--------</td>
<td>----------------------------</td>
<td>--------</td>
<td>-----------------</td>
<td>----------------</td>
<td>----------------</td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>IT/Data Business Processes</td>
<td>94</td>
<td>The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics. The SFPD cannot readily identify basic demographic data on its employees or readily access training records, separation records, and other human resource data for analysis and development in the department.</td>
<td>94.1</td>
<td>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.</td>
<td>Low</td>
<td>Substantial Compliance</td>
<td>05/28/20</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Lt. Nicole Jones &amp; Celeste Berg</td>
</tr>
<tr>
<td>5 - Recruitment, Hiring, and Personnel Practices</td>
<td>IT/Data Business Processes</td>
<td>94</td>
<td>The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics. The SFPD cannot readily identify basic demographic data on its employees or readily access training records, separation records, and other human resource data for analysis and development in the department.</td>
<td>94.2</td>
<td>The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.</td>
<td>High</td>
<td>Substantial Compliance</td>
<td>05/28/20</td>
<td>Administration</td>
<td>Cmdr. Steve Ford</td>
<td>Sgt. Gabe Rivera</td>
<td>Lt. Nicole Jones &amp; Celeste Berg</td>
</tr>
</tbody>
</table>
Individual Biases Expanded Course Outline
Implicit Bias and Community Policing
Creating an Inclusive Environment: Addressing & Managing Unconscious Bias

Effective date of outline: June 1, 2018

I. Defining Bias- Learning Need
City Employees serve a diverse population and in doing so, they must be aware of what and how explicit and implicit bias affects their everyday interactions and behaviors. To be effective public servants, employees must work to understand explicit and implicit biases, how their behavior can reflect those biases, and the overall impacts in the workplace.

Learning Objectives
   A. Define and discuss Bias
      1. Preferences
      2. Prejudices
      3. Reflected in attitudes, behavior, actions
      4. Necessary purpose of bias
      5. Types of biases
   B. Define and discuss Explicit Bias
      1. Conscious aspect
      2. Impacts of explicit bias
      3. Identify a personal explicit bias
   C. Define and discuss Implicit Bias
      1. Unconscious aspect
      2. May not align with personal values
      3. Identify a personal implicit bias
   D. Discuss the impacts of both explicit and implicit bias
      1. Intended impacts
      2. Unintended impacts
   E. Discuss at what point bias (explicit and implicit) should be addressed or managed
      1. when bias negatively affects our work, the people we serve and prevents diversity, equity and inclusion
      2. when bias perpetuates inequality

II. The Value of Diversity, Equity and Inclusion- Learning Need
As bias is natural and all employees have biases, it is imperative to make the case of why managing those biases is critical as we strive to create inclusion. City Employees must understand the true value of diversity, equity and inclusion within the workplace and society. When practiced, diversity, equity, and inclusion can lead to greater productivity, engagement and overall satisfaction.

Learning Objectives
   A. Define and discuss the value of diversity
      1. Understanding each individual is unique and recognizing our individual differences
      2. Encompassing and embracing acceptance, respect, and moving beyond tolerance
   B. Discuss the many aspects of diversity
      1. Primary aspects
2. Secondary aspects
C. Define and discuss the value of “equality”
   1. Same treatment
   2. Personal example of equality
D. Define and discuss the value of Equity
   1. Equity refers to providing everyone what they need to be successful
   2. Fairness
   3. Personal example of equity
E. Define and discuss the value of inclusion
   1. Conscious effort to recognize differences and take action for change
   2. Personal example of creating inclusion
F. Discuss and reflect on the overall value of Diversity, Equity and Inclusion
   1. Improved products, services, and outcomes
   2. Greater employee engagement

III. Understanding Inequality - Learning Need
When left unchecked, bias (explicit and implicit) can lead to perpetuated behaviors and actions that result in overall systemic and institutional inequality. In addition, throughout history bias and power have been used to create laws, policies, institutions and systems that have created advantage and disadvantage for certain social groups. Understanding the roots of and support systems by which inequality was created and continually perpetuated through implicit bias is critical to creating a more inclusive environment.

Learning Objectives
A. Define and discuss individual inequality
   1. Attitudes and actions that reflect a prejudice against a certain group
   2. Personal example of individual inequality
B. Define and discuss institutional inequality
   1. Laws, policies and rules that are utilized by institutions of society that disadvantage certain groups and advantage or create access for other groups
   2. Personal example of institutional inequality
C. Define and discuss societal inequality
   1. Norms, language, culture, music and other values that reinforce a certain group’s dominance
   2. Personal example of societal inequality
D. Discuss and further understand how bias and power have created and perpetuated inequality throughout history in terms of race, gender, sexual orientation, and abilities.
   1. Understand which groups benefitted from inequality
   2. Understand which groups were oppressed by inequality
   3. Impacts and outcomes present today
E. Explain and discuss the current day impacts and outcomes of bias and power in terms of race and gender in specific institutions
   1. Wealth and housing
   2. Incarceration
   3. Health
   4. Education
   5. Career and pay
   6. Government
F. Present and discuss how institutional inequality further informs implicit bias and perpetuates potentially harmful stereotypes
1. Address the stereotypes and assumptions young children embrace
2. Look at the role teachers play in perpetuating inequality through their own implicit bias

IV. Identifying individual biases - Learning Need
City Employees may be aware of bias, but further understanding of how biases are formed provides greater insight in trying to address and manage those biases. In becoming more aware of the root causes of individual bias, employees may begin to deconstruct and manage their own assumptions and stereotypes that pose a challenge to creating an inclusive environment.

Learning Objectives
G. Recognize and discuss personal implicit biases
   1. Roots of the implicit bias
   2. Unintended exclusion
   3. Unintended impacts of the implicit bias
H. Discuss how the implicit biases may affect work decisions
   1. Hiring and promotions
   2. Professional development opportunities
   3. Culture fit
I. Share and discuss personal identities and how they affect implicit bias
   1. Identities that have been created and strengthened over time
   2. Identities reveal what is valued in one’s life
   3. Those values then influence bias (implicit and explicit)
J. Identify and discuss the concept of privilege
   1. Definition
   2. personal privileges
   3. influences bias
   4. examples of gender, sexual orientation, and racial privilege

V. Identifying Implicit Biases - Learning Need
In order to address and manage implicit bias, City employees must understand how implicit bias is expressed in attitudes, actions and behaviors.

Learning Objectives
A. Identify the 5 common types of implicit bias
   1. Affinity Bias
   2. Halo Effect
   3. Perception Bias
   4. Confirmation Bias
   5. Group Think
B. Explain and discuss how micro-aggressions are linked to implicit bias
   1. definition
   2. Personal examples of micro-aggressions experienced at work
   3. Intent and impact
C. Recognize and discuss macro-aggressions
   1. definition
   2. Share current examples of macro-aggressions
   3. Intent and impact
VI. Strategies for Inclusion - Learning Need
In order to bring about an inclusive work environment, City Employees must understand and implement strategies to create equity and inclusion. The strategies address both the large scale institutional inequality as well as the everyday individual biases that one must navigate within the workplace.

Learning Objectives
A. Identify everyday inclusion strategies
   1. Recognize exclusion
   2. Speak up against exclusion
   3. Work on own self continued learning
   4. Learn more about oppressed social groups
B. Recognize, explore and create strategies in addressing institutional inequality
   1. Root causes of the inequality
   2. Impacts of the inequality
   3. Goals and objectives in addressing inequality
   4. Identify one work related inequality

VII. Required Learning Activities
A. Split into five groups, participants will role play and present a skit demonstrating one of the top five most common types of implicit bias. Students will be asked to guess the type of implicit bias being demonstrated and then discuss the overall impacts of the implicit bias.
   1. Demonstrate one of the five most common types of implicit bias
   2. Identify examples of the five common types of implicit bias
   3. Discuss the impacts of the implicit biases
B. Class will be broken up into small workgroups and observe a video, “Equal Pay for Monkeys.” The workgroups will complete the following tasks:
   1. Identifying the inequality and inequity in the situation
   2. Discuss the significance of inequity in terms of pay
   3. Discuss the impacts of unequal treatment as it applies to both work and society as a whole
   4. Identify and share personal examples of unequal and inequitable treatment
C. The class will break into two groups and participate in the “History of Inequality” Jeopardy Game, where participants will go over and discuss historical events that have led to societal inequality.
   1. Gender inequality throughout history
   2. Racial inequality throughout history
   3. Sexual Orientation inequality throughout history
   4. Disability inequality throughout history
   5. Identify the oppressors and oppressed
   6. Explain the significance of the historical events in terms of perpetuating and creating institutional inequality
   7. Discuss impacts and outcomes present today from the historical events
D. Participants will watch “WBBM Criminalizes 4-Year Old” Video, and break out into discussion groups.
   1. Discuss initial reactions
   2. Identify the intent of the video
   3. Discuss the impacts of the edited video in terms of the perpetuation of bias
E. The class will participate in a learning activity entitled, The Trusted 8, where they will discover the implicit biases and trends of their own circle of individuals that they trust. During the activity, participants will share their findings with each other and reflect back on:
1. Personal implicit biases (gender, race, sexual orientation, age, religion)
2. Roots of personal biases
3. Impacts of personal implicit biases
4. Comfy/Trust Model

F. In the “My Top 3” Activity, participants will reflect back on their own self-identities. Following they will uncover how those identities impact their overall view of the world, and shape how they interact with others.
   1. Identify top 3 personal identities
   2. Guess top 3 identities of a partner
   3. Discuss how the 3 identities have impacted behaviors and world views
   4. Understand the impact of identity
   5. Discuss how identity and values correlate with bias

G. Participants will engage in the “Privilege Penny Activity,” where through the use of 35 statements, individuals will discover their own and their colleague’s levels of privilege in the areas of gender, race, sexual orientation and socio economic status.
   1. Discover own privileges (race, gender, sexual orientation, abilities, etc.)
   2. Discuss the varying levels of privilege within the class
   3. Identify how privilege has affected one’s life and outcomes
   4. Identify themes and trends that are noticed in the privilege activity
   5. Strategize on how best to use the new information moving forward
   6. Discuss the connection between bias and privilege

H. The class will watch the What Would you Do “Bike Thief” Video, which highlights the subtle ways by which implicit bias works in a real life situation.
   1. What biases (explicit and implicit) were present?
   2. What were the intentions?
   3. What were the impacts?
   4. Where is the concept of privilege present in the video?
   5. How does this further inform and support stereotypes and inequality?

I. The class will watch “Micro-Aggressions in the Workplace” video and will share personal stories of micro-aggressions that they have experienced in the workplace. In pairs, they will role play and practice addressing the micro-aggression.
   1. Identify 1-2 Micro-Aggressions they have experienced
   2. Identify intent of micro aggressions
   3. Identify the overall impact of micro aggressions
   4. Discuss
   5. Practice addressing micro-aggressions
Instructor and Student Introduction

I. Training Purpose
   a. Adapt and address the changing norms in the San Francisco Community
      i. Gender Awareness
      1. including but not limited to the transgender, gender variant, and
         intersex community
      ii. Respect and Professionalism

II. Course Training Topics
   a. Legal and Policy Requirements
      i. Title 7 (Civil Rights Act
      ii. California Fair Employment Act
      iii. Prison Rape Elimination Act
   b. Definitions
   c. Respect
      i. Proper Name
      ii. Proper Pronoun Use
   e. Videos
      i. “that’s my sister”
      ii. Raising Ryland
         iii. Growing up Transgender
         iv. A Transgender Man’s Path to Freedom
   f. Break out Groups
      i. “Myth or Truth”
      ii. Unique Challenges and Possible issues or resistance

III. Course Objectives (Video #1) “That’s My Sister and (Video #2) Raising Ryland
   a. Respect Gender
      i) Do not make assumptions due to appearance
      ii) Changing Norms
   b. Knowledge of Federal, state, and local policy
      i) Title 7
      ii) California Fair Employment Act
      iii) Prison Rape Elimination Act
   c. Knowledge of sexual orientation terms
      i) Definitions
   d. Knowledge of medical and legal terms
      i) Definitions
e. Knowledge of transgender terms
   i) Transgender Man
   ii) Transgender Woman
   iii) Transition
f. Knowledge of current and future Pat and Strip Searches
   i) Review Training Bulletin and Sheriff’s Memo
g. Knowledge of proper name and pronoun use
   i) Pronoun preference
   ii) Respectful terms vs Derogatory

IV. Legal and Policy Requirements
   a. Prison Rape Elimination Act
      i) Zero Tolerance
         ii) Mandatory Reporting
         iii) Communication
   b. TGI Transgender, Gender variant, Intersex
      i) Future Policy
      ii) Preference Form
      iii) Housing Preference

V. Definitions (Truth or Myth Exercise)
   a. Asexual
   b. Bisexual
   c. Cross Dresser
   d. Gay
   e. Gender
   f. Gender Dysphoria
   g. Gender Expression
   h. Gender Identity
   i. Gender Norms
   j. Gender Variant
   k. Intersex
   l. Lesbian
   m. LGBTQI
   n. Questioning
   o. Sex
   p. Sexual Orientation
   q. TGI
   r. Transgender
   s. Transgender Boy/Man
   t. Transgender Girl/Woman
   u. Transition
v. Transsexual
w. Two Spirit

VI. Intake and Classification Present and Future
   a. Medical Triage at Reception
      i) Current Standard Procedure
   b. Pat Down Search
      i) Deputy Preference
   c. Strip Search
      i) Strip Search Preference Form
      ii) Universal Strip Search
   d. Statement Preference Form
      i) Written exercise
   e. Classification Review Board
      i) Members of the Board (4)
      ii) Inmates get HRC representative

VII. Respect (Video #3 & Video #4)
   a. Proper Name Use
      i) He, she, they
   b. Proper Pronoun Use
      i) Don’t assume ask for their preference

VIII. Protocol Review
   a. Sheriff’s memo 2016-086 Review
      i) Strip Search preference
         a. Case by case basis
   b. Training Bulletin 16-03
      i. Respect
      ii. Don’t assume

IX. Group Discussion
   a. Unique challenges experienced by TGI individuals
      i. Community issues
      ii. Incarceration issues
   b. issues or resistance that might arise
      i. Employee buy In
      ii. Culture Change
   c. Written test
      i. Multiple Choice
I. **Purpose:** The purpose of this course is to enhance officers' skills and capabilities in De-escalation techniques to assist in resolving incidents which may lead to use of force. This course qualifies for Perishable Skills Program – Tactical Communications.

II. **Learning Outcomes:** When responding to incidents which may lead to a use of force officers will be able to use informed decision making and judgement to determine if an incident is a problem or a crisis. Situation allowing, officers will apply de-escalation techniques such as active listening, appropriate communication, situational awareness, and tactical repositioning to enhance officer safety and resolve incidents.

III. **Problem or Crisis**
   A. **Learning Objective:** Officers will name the central tenant of de-escalation and describe the components of a problem vs. a crisis.
   B. **Minimum Topics**
      1. Central tenant of de-escalation is time
      2. Core to deciding if there is time is knowing if the incident is a problem or a crisis
      3. What is Problem
      4. What is a crisis
   C. Learning Activity – Officers will be given a number of scenarios and identify if the scenario is a problem or a crisis and why.

IV. **De-escalation**
   A. **Learning Objective:** Officers will describe a recent incident where the use of de-escalation skills might have produced a different outcome, and why that outcome would be beneficial.
   B. **Minimum Topics**
      1. What is de-escalation
      2. Not new
      3. Not soft policing
      4. Should not compromise officer safety
      5. Is not always possible
      6. What is its role within the use of force continuum
      7. It is a tool which can reduce force and deadly force encounters
   C. Why we should use de-escalation
      1. Increase officer safety
      2. Increase citizen safety
      3. Reduce number of violent encounters between officers and the public
      4. Improve police/community relations
V. Communications Skills
   A. Learning Objective: Given a scenario officers will identify if communications skills such as active listening, encouraging, summarizing, and empathetic listening were used even when dealing with difficult people and incidents.
   B. Minimum Topics
      1. Active listening
      2. Encouraging/reassuring
      3. Paraphrasing
      4. Summarizing
      5. Empathetic listening
   C. Learning Activity – Officers will pair up and be given a scenario to practice active listening, paraphrasing, and summarizing.

V1. Verbal Control
   A. Learning Objective: Given a scenario officers will identify the elements and techniques of verbal communications that were used.
   B. Minimum Topics
      1. Elements of verbal communication
      2. Voice control and respect
      3. Communication techniques
   C. Learning Activity – Officers will be shown a scenario of an incident. In small groups the officers will identify what verbal techniques were used and what other ones could have been used. The smaller groups will share their responses with the entire class.

VII. Tactical Repositioning
   A. Learning Objective: Given a scenario officers will identify if appropriate tactical repositioning was used or should have been used for officer safety.
   B. Minimum Topics
      1. Subject’s body language
      2. Subject’s body movements
      3. Challenging postures

VIII. Situational Awareness
   A. Learning Objective: Given a scenario, officers will identify and assess the threats, if any, and discuss their response to identified threats.
   B. Minimum Topics
      1. Assess present threats
      2. Assess potential threats
      3. Five Stage Behavior Escalation Scale
IX. Learning Activity – Role Play
   A. Assessment: Testing/assessment will be accomplished during the learning activity in each section by the instructor asking questions of the students and observation of role plays. After all section has been covered, the instructor will orally quiz the students on material that was covered.
I. Introduction
   a. Student sign in
   b. Instructor Introduction
   c. Discuss Course Goals

II. Learning Objective: Peace officers must understand the history of mental health resources, programs, and understand definitions of terms used within the mental health field.
   a. The History of Mental illness
   b. Understanding the functions of the brain
   c. Development of treatment
      i. Protocol
      ii. Resources

III. Learning Objective: Peace Officers must recognize the signs and symptoms with those dealing with mental disorders, Developmental Disabilities, and Stigma
   a. What is a mental disorder?
   b. Types of mental disorders
      i. Personality disorders
      ii. Mood disorders
      iii. Anxiety disorders
      iv. Thought disorders
      v. Traumatic disorders
      vi. Autism
      vii. Down Syndrome
   c. Scenario Exercises
      i. Students will demonstrate and identify the different types of disorders through role play

IV. Learning Objective: Peace Officers must recognize the signs and symptoms with those dealing with Altered Mental Status (AMS)
   a. Causes of Altered Mental Status
      i. Medical Conditions
      ii. Injury
   b. Symptoms – not all will be present at once
      i. Unusual and disorganized behavior
      ii. Hallucinations – visual, tactile
iii. Agitation
iv. Behaviors

c. Interventions
   i. Intervention upon arrest
   ii. Grave disability
   iii. Case Examples
   iv. Intervention and withdrawal

d. Medical Considerations
   i. Tactile
   ii. Signs and symptoms
   iii. Medical notifications

V. Learning Objective: Peace Officers will understand the process of Division 5. Community Mental Health Services (5000-5952)
   a. Welfare and Institutions Code – Wic Division 5. Community Mental Health services (500-5952)
   b. Part 1. The Lanterman-Petris-Short Act (5000-5556)
   c. Chapter 2. Involuntary Treatment (5150-5349.5)

VI. Learning Objective: Multi-Cultural Issues and considerations
   a. Stereotypes
   b. Stigmas
   c. Bias attitudes
      i. Implicit bias
      ii. Explicit Bias

d. Stages of suicide Contemplation
   i. Myths
   ii. General warning signs
   iii. Suicide statistics
   iv. Suicide and Self harm behaviors
   v. Suicide in the County Jail
   vi. Suicide litigation cases
   vii. Warning signs in a forensic setting
   viii. Dangerous/Critical Times
   ix. Methods of Suicide in a Forensic Setting

VII. Learning Objective: Peace Officers will learn about exposure to trauma, burnout, risk factors, and Self-Care
   a. Trauma
      i. Direct Trauma
      ii. Secondary Trauma
   b. Burnout
      i. Physical or emotional
      ii. Mental exhaustion
c. Risk Factors
   i. Internal
   ii. External
   iii. Organizational

d. Coping with stress
e. Self care
   i. Resources

VIII. Debrief
   i. Overview of Day 1 program
   ii. Class Discussion

IX. Learning Objectives: Module I – LEO Communication Skills.
When responding to incidents which may lead to use of force, officers will be able to use informed decision making and judgement to determine if an incident is a problem or a crisis. Situation allowing, officers will apply de-escalation techniques such as active listening appropriate, situational awareness, and tactical repositioning which will include scene assessment and management. This is to enhance officer safety and resolve incidents.

   a. Officers will name the central tenant of de-escalation and describe the components of a problem vs a crisis.
      i. Law and Policy
      ii. Central tenant of de-escalation is time
      iii. Core to deciding if there is time is knowing if the incident is a problem or a crisis
      iv. What is a problem
      v. What is a crisis
      vi. Learning Activity
         1. Officers will be given a number of scenarios and identify if the scenario is a problem or a crisis and why.

X. Learning Objectives: Module II – Verbal Control and Tactical Repositioning.
Peace officers will describe a recent incident where the use of de-escalation skills might have produced a different outcome, and why that outcome would be beneficial

   a. De-Escalation
      i. What is de-escalation
      ii. Not new
      iii. Not soft policing
      iv. Should not compromise officer safety
      v. Is not always possible
      vi. What is its role within the use of force continuum?
      vii. It is a tool which can reduce force and deadly force encounters

   b. Why we should use de-escalation
      i. Increase officer safety
      ii. Increase citizen safety
      iii. Reduce number of violent encounters between officers and the public
      iv. Improve police/community relations
XI. Learning Objective: Given a scenario, officers will identify if communication skills such as active listening, encouraging, summarizing, and empathetic listening were used even when dealing with difficult people and incidents.

a. Communication Skills
   i. Active listening
   ii. Encouraging/reassuring
   iii. Paraphrasing
   iv. Summarizing
   v. Empathetic listening

XII. Learning Objective: Peace Officers will identify the elements and techniques of verbal communications that were used.

a. Verbal Control
   i. Elements of verbal communication
   ii. Voice control and respect
   iii. Effective Communication techniques

XIII. Learning Objective: Given a scenario, Peace officers will identify if appropriate, was tactical repositioning used, or should have been used for officer safety.

a. Tactical Repositioning
   i. Subjects body language
   ii. Subjects body movement
   iii. Challenging postures

XIV. Learning Objective: Module III – De-Escalation and Situational Awareness.
Given a scenario, Peace officers will identify and assess the threats, if any, and discuss their response to identified threats.

a. Situational Awareness
   i. Assess present threats
   ii. Assess potential threats
   iii. Five Stage Behavior Escalation Scale
   iv. Respect for human life and dignity

XV. Legal Updates
a. Case Laws
b. Department Policy
c. Use of Force

XVI. Safety Briefing

XVII. Learning Activity: Module IV – Role Play/Scenario Based Training
a. Role Play (4 hours) Four Scenarios are presented; each student must test in at least one scenario as a Primary Officer by resolving the situation using verbal skills and recognizing potential risks and threats.
   i. Experienced and Trained CIT Officers and Mental Health professionals (collectively, the instructors) provide feedback to testing student at the end of the scenario.
1. Instructor comments on
   a. Rapport building skills
   b. Active listening skills
   c. De-escalation skills
   d. Problem solving and Planning
      i. Time and Distance Considerations
      ii. Information Gathering
      iii. Threat and risk assessment
      iv. Defusing
      v. Voluntary Compliance
      vi. Force Options
   e. Environmental concerns
      i. Identify officer safety concerns
      ii. Identifying dangers to the person
      iii. Identifying dangers to the public
   f. Utilization of other resources
   g. Negotiation efforts, if applicable
   h. Ability to recognize mental health/developmental disability symptoms
      i. Ability to lay out a clear action and follow-up plan
   j. Ability to articulate a proper 5150 evaluations if applicable
   k. Documentation

XVIII. Debrief
   i. Overview of Day 2 program
   ii. Class Discussion
   iii. Rosters and Evaluations
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td># TRAINEES</td>
<td>TRAINING HOURS</td>
<td># TRAINEES</td>
<td>TRAINING HOURS</td>
<td># TRAINEES</td>
</tr>
<tr>
<td>CRISIS INTERVENTION</td>
<td>119</td>
<td>24 or 40</td>
<td>104</td>
<td>24/40</td>
<td>191</td>
</tr>
<tr>
<td>GENDER AWARENESS</td>
<td>26</td>
<td>2 or 4</td>
<td>56</td>
<td>2 or 4</td>
<td>93</td>
</tr>
<tr>
<td>IMPLICIT BIAS (Online)</td>
<td>126</td>
<td>8</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>STANDARDS IN PROFESSIONAL CONDUCT</td>
<td>15</td>
<td>4</td>
<td>368</td>
<td>4 or 8</td>
<td></td>
</tr>
</tbody>
</table>