NOVEMBER 15, 2016

BOARD OF SUPERVISORS
ACTING CHIEF OF POLICE TONEY CHAPLIN
CAPTAIN MICHAEL CONNOLLY, MS
San Francisco will continue to be a beacon of light, a city dedicated to progress. San Francisco will remain San Francisco

– Mayor Ed Lee
Agenda

• Pre-DOJ report actions
• DOJ Report Summary
• Strategic Level Planning & Guidance
• Operational Structure and Planning
• Plans to Operations transition
• Verification process
• Status
While the Department issued over 300 Bulletins over the last 3 years – the DOJ report provided us a gap analysis as to what is, or is not, being done according to best practices, and serves as a roadmap for implementation
Examples

Department Bulletins (DB’s) are orders and policy issued by the Chief of Police and distributed Department wide. These Bulletins supplement or amend Department General Orders when the DGO becomes inaccurate or outdated. (DGO 3.01, sec II)

- DB 14-155: Harassment-Free workplace policy issued 06/02/14
- DB 15-255: Pointing of Firearms (re-classified to a use of force), issued 12/11/15
- DB 15-249: Not On My Watch Pledge issued 12/03/15
Police Reform Update

Training and Teams

- C.I.T. program development and implementation now under the authority of the Field Operations Bureau
- Discussions continue with Mental Health Working Group
- Department General Order in final stages of adoption
- $100k included in FY2016-17 budget for trainers and supplies
- 602 active CIT trained personnel
- All new hires receive CIT training
- DPH Crisis Intervention Specialty Team announced October 4, 2016 to assist in CIT interventions
Tenderloin District – July 6th

- Officers respond to Jones St. and McAllister St. following a report of a man with a gun.

- Officers locate a man in-crisis armed with a revolver in his waistband, yelling “shoot me” multiple times.

- After a four hour standoff with Hostage Negotiators, the subject was taken into custody by SFPD without shots being fired.

- Subject was transported to hospital. Loaded firearm and ammunition recovered.
Use of Force Reforms & De-escalation
Person in crisis– High Profile C.I.T Incidents

Ingleside District– July 26th

- Subject in-crisis fired rifle into neighbor’s yard
- Subject was despondent and in-crisis due to recent loss of mother and brother.
- In possession of over 50 firearms, including assault rifles
- C.I.T. officers secured scene, initiated time and distance, opened communication, emphasized de-escalation, and negotiated a peaceful surrender.
Use of Force Reforms & De-escalation

Person in crisis – High Profile C.I.T Incidents

Bay Bridge – September 9th

• Male and female involved in an altercation in the vicinity of the Bay Bridge. Male fled after biting the female subject. The male subject ran onto the Bay Bridge and attempted to avoid the CHP.

• After attempts by CHP to place him into custody subject climbed over the bridge railing and onto the catwalk where produced a knife and placed it against his throat, stating that he wanted to die.

• SFPD hostage negotiators responded and took over scene, where time, distance, and de-escalation techniques were deployed.

• Incident was resolved peacefully at 0530 hours where the male subject was booked at County Jail for aggravated assault, false imprisonment, and mental health detention.
Use of Force Reforms & De-escalation
Person in crisis–High Profile C.I.T Incidents

Northern District – August 29th
• Male subject in-crisis in possession of 58 firearms
• Subject fired multiple times into the wall and floor of his home, endangering neighbors and residents.
• Responding officers safely detained subject, completed investigation, initiated 5150 detention, and referred case to SVU
Use of Force Reforms & De-escalation
Person in crisis– High Profile C.I.T Incidents

Northern District - September 24th

• San Francisco Police Department responded to a person in crisis near the Civic Center Plaza. The subject stated that he was armed with a firearm and wanted the police to shoot him.

• After an approximately seven hour standoff, the subject surrendered and was taken into custody without further incident.

• Subject was taken to the hospital for a mental health evaluation. Officers located a firearm which was ultimately determined to be an air-soft pistol.
Accountability

Body Camera Unit

- 9 of 10 stations trained and cameras deployed – 988 Officers.
- Final station scheduled for the week of November 14th, 2016
  - Central Station
- All ten stations will be equipped by November 18th
- Admin and support units scheduled for completion by the end of January 2017.
- The SFPD is one of the 67 major Departments across the country deploying body cameras.
Use of Force

◦ DB 15-142 issued June 17, 2015 mandates all radio cars carry an Extended Range Impact Weapon (ERIW)

◦ DB 15-255 issued December 11, 2015 policy makes pointing of a firearm a reportable use-of-force incident

◦ February 8, 2016 new Bi-Annual Force Options Training curriculum is implemented
  ◦ Training emphasizes increasing time and distance to allow for situations to de-escalate, and the sanctity of human life.
Hostage/Crisis Negotiators Team (H/CNT)

34 Active Negotiators

Call Outs

- 2013: 25 call-outs
- 2014: 34 call-outs
- 2015: 50 call-outs
- 2016: 75 call outs (50% increase from prior year)
- Total since 2013: 184 call-outs

Overall Success Rate: **99.5 %**

Declared Critical Incident Resolution: **100%**

In response to Calls for Service

No Shots Fired: **100%**
SFPD has begun beta testing an upgraded demographic collection form in accordance with both State and Local legislation that predated the DOJ report.

By creating an digital point of entry (from a previous manual system), future data sets will be automated, easier to analyze and will speed (and eventually automate) reporting requirements. (AB953/Admin 96.A)

CA DOJ is looking at the Department’s collection practices and plan moving forward as a State wide best practice.
Addressing Bias Through Training

• “…there is no evidence that explicit bias is widespread [in the department]. On the contrary, the [DOJ] team observed a law enforcement agency that for the most part showed genuine compassion, caring and professionalism toward the people of San Francisco.” DOJ Report, pp.63

• The Department is exploring options with academic institutions for an external, data driven analysis of the effects of reform initiatives within the SFPD and the impact upon the communities we serve.
## Addressing Bias Through Training

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>2015</td>
<td>Department Launches ‘Not on my Watch’ Campaign</td>
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<tr>
<td></td>
<td>Crime Lab receives anti-Bias training</td>
</tr>
<tr>
<td></td>
<td>DHR provides citywide Workplace Harassment Training</td>
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<td>2016</td>
<td>Mayor re-emphasizes the ‘Not on my Watch’ pledge</td>
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<tr>
<td></td>
<td>Command Staff receives DOJ provided anti-bias training</td>
</tr>
<tr>
<td></td>
<td>DHR Provides Implicit bias training to all Captains and Lieutenants</td>
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<tr>
<td></td>
<td>SFPD certifies instructors in “Managing Implicit Bias &amp; Procedural Justice”. Command staff attends in December</td>
</tr>
<tr>
<td>2017</td>
<td>Continued adherence to the ‘Not on my Watch’ pledge</td>
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<tr>
<td></td>
<td>Line Supervisors begin receiving training December/January 2017</td>
</tr>
<tr>
<td></td>
<td>Line Staff begin receiving training January 2017 via yearly training model</td>
</tr>
<tr>
<td></td>
<td>Implicit Bias &amp; Procedural Justice integrated into Academy training</td>
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<tr>
<td>Ongoing</td>
<td>Continued adherence to the ‘Not on my Watch’ pledge</td>
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<tr>
<td></td>
<td>Bi-Annual recertification</td>
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The US Department of Justice Report

COLLABORATIVE REFORM INITIATIVE
An Assessment of the San Francisco Police Department
OCTOBER 2016
Areas of analysis

- Use of force policies and practices
- Policies, practices, and training to address issues of bias in policing
- Community policing strategies and protocols
- Policies and practices regarding complaint and disciplinary processes
- Recruitment, hiring, and personnel practices

A total of 94 findings and 272 associated recommendations were generated by the DOJ.
At the highest level...

- Challenges requiring **a shift in mindset and culture** bolstered by cohesive management and strong leadership:
  - “Law enforcement should adopt a guardian mindset.” (pg. 96)

- A need for **regular and consistent data capture**, aligned across departments and agencies:
  - “As relates specifically to discipline, both SFPD and OCC use different information technology systems and collection practices for complaint data, investigations and reporting ... Better data collection and management would also improve the transparency of the SFPD’s practices for its employees and the community, particularly as it relates to accountability” (pg. 152)

- More **robust and agile approach to training** (and subsequent compliance) taking into consideration the changing nature and SF’s unique environment:
  - “SFPD does not provide sufficient training, supervision support, and guidance when releasing Department Bulletins” (Finding 74)
Mayor Ed Lee and Acting Chief Toney Chaplin receive the Collaborative Review Report from COPS Director Ron Davis, 12 October, 2016.
Executive Steering Group

Duties & Responsibilities:
- Provide broad guidance and direction
- Receive updates from Executive Sponsors
- Oversee resource management
- Coordinate the citywide response

* Or designee
Strategic Post DOJ report planning

DOJ Report Issued
October 2016

Plan
• DOJ Report analysis
• Conceptual Design (the plan to plan) & Strategic Planning Guidance
• Prioritization & Objectives Integration

Prepare
• Responsible party (Executive Sponsor) identification
• Framework & organizing principles generated
• Example work products and guidance developed

Execute
• Tasks issued to Exec Sponsors
• Deployment of bureau working groups
• Community & stakeholder integration

Assess
• In-progress reports to PSPP per set priorities, or;
• Objective complete packet is passed for external audit
Strategic Planning Guidance Process

**Inputs**
- External Agency Reports (DOJ, BRP, Etc.)
- Mayor’s Letter
- Chief of Police Letter
- Police Commission Guidance

**Steps Taken**
- Interagency Planning Meetings:
  - Mayor's Office
  - OCC
  - SF Police Commission
  - Planning guidance generated

**Outputs**
- Initial Project Management Matrix (who, what)
- Recommendation Integration Matrix

This process generated guidance around both initial **task grouping** and initial **reporting timelines** and guides additional **detailed planning**.
The Recommendation Integration matrix lists all recommendations given to the department in the context of the DOJ report’s recommendations.

<table>
<thead>
<tr>
<th>Number &amp; Title</th>
<th>Recommendation</th>
<th>Priority</th>
<th>Scope</th>
<th>Bureau</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Use of Force</td>
<td>1</td>
<td>High</td>
<td>Administration</td>
</tr>
<tr>
<td>2</td>
<td>Bias</td>
<td>2</td>
<td>Medium</td>
<td>Chief’s Office</td>
</tr>
<tr>
<td>3</td>
<td>Community Policing</td>
<td>3</td>
<td>Low</td>
<td>Chief’s Office</td>
</tr>
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The initial version of the project management matrix (above) considered: what bureau, what potential impact and what reporting timeline would be assigned to each recommendation.
The Department assesses 44 recommendations that are of the highest priority, and have mandated a 30 day report to PSPPB.
By identifying substantively similar objectives, the department can address more than just the 272 DOJ recommendations over the next 18 months, for example:

- **DOJ Recommendation 72.2** “All Department Class A Bulletins and any Department Bulletin that modifies an existing Department General Order should be posted on the SFPD’s website.”

- **Blue Ribbon Panel #3** “The SFPD should make all departmental bulletins publicly available online.”

### Report # of Recs

<table>
<thead>
<tr>
<th>Report</th>
<th># of Recs</th>
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<tbody>
<tr>
<td>DOJ</td>
<td>272</td>
</tr>
<tr>
<td>BRP</td>
<td>81</td>
</tr>
<tr>
<td>21st C. Policing</td>
<td>47</td>
</tr>
<tr>
<td>CJTF Bar Assn</td>
<td>8</td>
</tr>
<tr>
<td>OCC Response</td>
<td>19</td>
</tr>
<tr>
<td>Civil Grand Jury (x5)</td>
<td>52</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>479</strong></td>
</tr>
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Department of Justice CRI-TA

- 272 Recommendations
- Breakdown:
  1. Use of Force: 58 / 15 BRP / 16 CGJ
  2. Bias: 57 / 19 BRP
  3. Community Policing: 57 / 3 CGJ
  4. Accountability: 57 / 6 BRP
  5. Hiring & Personnel: 32 / 22 BRP
Operational Structure and Planning
Operational Guidance Process

Inputs
• Initial Project Management Matrix
• Objective Integration Matrix

Steps Taken
• Internal Planning Cycle:
  • What is our structured response?
  • What are the priorities?
  • Who will be assigned what tasks?
  • How do we plan and execute inclusively?

Outputs
• Project Management Matrix (Who, When, How)
• Project Forms (SFPD 1000, 1001, 1002)
• Project Management Guidance

This process generated products that assign who will execute, prioritized tasks to be completed first, and planning guidance and a structured process for more detailed planning.
The next iteration of the Project Management Matrix provides **who** the executive sponsor for the recommendation is and **when** the first report back to PSPP is due.
The Project Management Guide gives Executive Sponsors and Project Managers guidance on **how to plan** to implement recommendations.

Implementation forms **standardize work product** between bureaus and simplify execution.
Mayor Lee and Acting Chief Toney Chaplin address SFPD Academy recruits on the deployment of Body Worn Cameras
Execution Flow Chart

Task Assignment from PSPP to Exec Sponsor

Working Group Establishment

Research & Policy Development

Plan Development

Plan Execution

Submission of closure packet to PSPP

Department approval & submission to SFPC

In progress report

“D day”

Interagency & Community Meeting Process, Plans to Execution handover

“D+30/60/90” report or submission packet due
Status

- All 272 DOJ recommendations have been assigned to Executive Sponsors as of November 4th, 2016.

- Initial reports for the 44 highest priority recommendations are due to PSPPB on December 5th, 2016.

- Six recommendations are tentatively reported complete, pending verification packet submission to PSPP and command approval.
Verification Packet Example

Collaborative Reform Initiative Assignment
You have been assigned the following recommendations for research, policy development, and implementation. Please review the attached Compliance Initiative Implementation Plan Packet. Derive the current policy in totality to the recommendation, prepare an amendment to the policy, propose an associated item for approval, and document all associated recommendations and information.

Recommendation: F-090

Recommendation: The F-090 should make it mandatory for the Professional Standards and Principled Policing Bureau to review the recommendation(s) listed below:

- Assigned Date: 11/15/16
- Due Date to Professional Standards: 12/15/16

- Project Manager: Lt. Jennifer Emertes
- Director: 11/12/16
- Executive Sponsor: Captain Michael Corallo
- Deputy Chief, PSPPB: 11/15/16
- Chief of Police, Tony Chaplin

- Completed PSPP forms detailing recommendation completion

- Substantive, auditable back up documentation
I CAN CONFIRM OUR UNWAVERING COMMITMENT TO REAL COLLABORATIVE REFORM WHICH WILL BE BUILT ON THE MOST CURRENT POLICING POLICIES AND PRACTICES, FOSTERING AN ENVIRONMENT OF TRUST AND STRONG RELATIONSHIPS WITH OUR COMMUNITIES. –ACTING CHIEF TONEY CHAPLIN