**San Francisco Police Department
Collaborative Reform Initiative**

PHASE II –18 MONTH PROGRESS REPORT

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March 4, 2020

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

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

Dear Chief Scott:

The California Department of Justice (Cal DOJ) issues this progress report as part of Hillard Heintze's Phase II report and pursuant to the Collaborative Reform Initiative (CRI) between the City and County of San Francisco (the City), the San Francisco Police Department (SFPD or Department) and the Cal DOJ. Our office worked closely with Hillard Heintze on the Phase II report, and we adopt the report's contents and concur in its conclusions. We are writing this separate transmittal letter to provide some additional commentary on Cal DOJ's independent work and observations regarding this process.

I.   Preliminary Observations

At the outset, we would like to acknowledge SFPD's continued hard work and commitment to organizational reform. SFPD has now become substantially compliant with 40 recommendations, up from 13 in Phase I, related to use of force, bias free policing, and civilian complaints—areas that SFPD, Cal DOJ, and Hillard Heintze worked to prioritize. As described below, many of the policy reforms adopted by SFPD as part of the CRI go above and beyond traditional policing standards, such as its bias by proxy policy. In addition to those completed recommendations, there are at least an additional 61 recommendations that SFPD has submitted for review but were returned to SFPD for additional information, and many others on which SFPD has made meaningful progress.

While the increased pace of completion in Phase II is a positive development, Cal DOJ is concerned that SFPD's progress is too slow. The failure to implement a greater number of the recommendations is delaying the SFPD's fulfillment of its promise to the community to get this work done. For Phase III, we therefore urge SFPD to focus its resources on program management and providing consistent timelines, deadlines, and clear oversight. Although we are encouraged by the assignment of a new Captain to the Professional Standards and Principled Policing Bureau, which oversees this project, SFPD leadership will need to support the Captain in her efforts to enforce deadlines and hold all individuals involved in CRI accountable for their work. We also urge the other partners within San Francisco to act more efficiently and to build more capacity as needed to empower SFPD to make the changes critical to implementing the recommendations. We provide recommendations herein that we hope SFPD will find helpful in achieving this shared goal.

Finally, we note that the CRI has generated positive results for SFPD. As a result of implementation of CRI recommendations, SFPD has experienced a 24% decrease in use of force over the past year and a 47% decline since 2016,[1] and a decrease in the number of homicides in the city to its lowest level in 17 years.[2] Notwithstanding these significant improvements in SFPD's policing, Cal DOJ remains concerned with reports of anti-Black bias within the department and with the persistent disproportionate use of force against African American and Latino individuals[3]—concerns we know that you also share. We are committed to continuing to work with you to address biased policing against communities of color, and strongly urge that you prioritize implementing related recommendations in Phase III.

II. **Phase II of the Collaborative Reform Review**

A. **Background on the multi-step approval process for SFPD to reach substantial compliance on a recommendation**

Cal DOJ's May 16, 2019 Progress Report provides background on the collaborative reform efforts agreed upon by the City of San Francisco, SFPD, and Cal DOJ, which will not be

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[1] *See* https://www.kron4.com/news/sfpd-reports-show-a-decline-in-use-of-force/.

[2] SFPD attributes this decrease to a number of recommendations it has implemented related to community policing that have increased cooperation between the police and the community. *See* https://www.nbcbayarea.com/news/local/San-Francisco-Police-Say-Homicides-May-Fall-to-Lowest-Level-in-17-Years-564904182.html.

[3] In the fourth quarter of 2019, for example, 39% of the total uses of force were against black men and 22% were against Hispanic men. *See* https://www.sanfranciscopolice.org/sites/default/files/2020-02/96AExecSummary20200205.pdf.

repeated here.[4] As described in more detail in the Report, the CRI process includes a multi-step, iterative review to evaluate the substance of SFPD's compliance with recommended reforms, with Cal DOJ serving as the final, independent arbiter.

It is important to note that as part of this multi-step review process, the parties work very deliberately with the shared goal of improving SFPD from within. The relationship between the parties has offered SFPD great flexibility and room for experimentation to determine the types of changes necessary to achieve recommended reforms. This is one of the key benefits of collaborative reform. Moreover, SFPD essentially undergoes two layers of review of its compliance with a recommendation—a review by Hillard Heintze, designed to give SFPD an opportunity to address any gaps in its recommendation package, and a second final review by Cal DOJ to evaluate substantial compliance. This system enables Cal DOJ and Hillard Heintze to work independently and approach review with their own perspectives. This process results in a better final product.

B. Phase II Recommendation Implementation Review

As noted in our Phase I letter, much of Phase I was devoted to establishing a clear, straightforward, and streamlined process to implement reform. Cal DOJ expected that once this process was established in Phase I, SFPD could devote Phase II to implementing recommendations and submitting recommendation packages to Cal DOJ for review for substantial compliance. Over the course of the eight-month Phase II, Cal DOJ found SFPD substantially compliant with 27 recommendations, in addition to the 13 in Phase I, meaning that a total of 40 recommendations have been deemed substantially compliant by the Cal DOJ. SFPD's submission of packages on its implementation of recommendations in Phase II continues to be significantly slower than expected, especially in light of SFPD's representations at the end of Phase I that it would deliver more recommendations than it ultimately did.

Despite the overall low number of recommendations submitted, we note that SFPD has appropriately prioritized implementing the recommendations related to its use of force. This is being done in response to a series of incidents involving use of force that was an impetus behind the original assessment by the United States Department of Justice. SFPD has become substantially compliant with 25 of the 58 total use of force-related recommendations in Phases I and II, and is actively working with Hillard Heintze and Cal DOJ on several more recommendations. Among those implemented recommendations is a new requirement that supervisors respond to events where an officer uses force or causes injury, regardless of whether there is a complaint, to ensure greater oversight over the use of force.

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[4] For more information regarding the processes and components of the CRI, please refer to our transmittal letter attached to the Phase I Report.

Further, several recommendations are tied to the pending implementation of specific policies and SFPD's overall strategic plan. For example, the Working Group on Community Policing, one of the five strategic areas underlying the recommendations, has revised Department General Order (DGO) 1.08 on Community Policing. As of the date of this report, the revised DGO is going through SFPD's review process up through the chain of command prior to submission before the Police Commission for approval. SFPD has identified 20 recommendations tied to the revised DGO 1.08.[5] Once the Police Commission approves the revised DGO, SFPD can accelerate work on implementing these 20 recommendations and submit them for formal review.

Likewise, SFPD is actively working on developing a strategic plan on its overall policing services. At least five recommendations relate to this strategic plan, including Recommendation 39.1, which directly asks SFPD to develop that strategic plan. Again, SFPD can implement related recommendations once that strategic plan is fully developed.

Cal DOJ has also identified several recommendations that SFPD appears to have implemented but which it has not yet submitted for formal review. In fact, the low number of substantially compliant recommendations reflects SFPD's difficulties submitting adequate documentation in its packages that clearly evidences how and whether SFPD substantially complied with a recommendation. It appears that SFPD has actually done the work of incorporating particular recommendations into practice, yet, it has not completed the administrative task of demonstrating implementation to the reviewers. The high number of recommendations returned for more information (61) underscores the need for SFPD to deploy its resources more effectively and consistently in Phase III.

In this regard, Cal DOJ has observed some practices that SFPD should, and can, readily address. First, SFPD, and in particular the program managers directly in charge of preparing a recommendation package, should seek out technical assistance from Hillard Heintze and Cal DOJ to identify what type of documents and information would demonstrate SFPD's substantial compliance with each recommendation. Second, supervisory staff should conduct a more thorough assessment into whether the documents and information reflect substantial compliance as set forth in the individual compliance measures. Third, SFPD must assign the most appropriate individual within the Department to each recommendation and require that individual to complete the package even if he or she is reassigned to another unit or promoted. In some cases it appears that SFPD has assigned multiple recommendations to just a handful of

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[5] As one example, Recommendation 41.2 asks SFPD to work with the Police Commission to draft a new community policing order that reflects the priorities, goals, and actions of the department.

SFPD personnel, overburdening those individuals, particularly if they do not have the expertise in a relevant area of focus.

Finally, and along the same lines, SFPD has shuffled the command staff assigned to lead the five Executive Working Groups related to the five major strategic areas underlying the recommendations (Use of Force, Bias, Community Policing, Accountability, and Recruitment/Hiring) multiple times due to promotions, retirements, and reassignments. While many of these changes have been positive to CRI efforts, this turnover necessarily results in a loss of institutional knowledge and a slowdown in the preparation and submission of recommendation packages because of the time it takes to get new members up to speed. It is inefficient to transfer responsibility of package preparation, review, and implementation to a new individual when the prior individual who has gained the expertise on that package is then reassigned to a different unit or promoted, but otherwise able to complete the work. Therefore, this practice should be avoided when practical.

During Phase III, with additional focused resources and with the recommended changes, we anticipate that SFPD will be able to adequately document and submit many more matters for approval. In fact, within the early stages of Phase III, Cal DOJ has determined that an additional six recommendations are substantially compliant. This faster submission rate is promising and we hope that SFPD remains committed to proceeding swiftly.

III. Additional Cal DOJ observations and recommendations

A. Department General Orders

During Phase II, with the assistance and review by Cal DOJ, the San Francisco Police Commission, and community working groups, SFPD revised several Department General Orders, the policy orders affecting the entire Department. Notably, many of the policy reforms adopted by SFPD go above and beyond traditional policing standards, and, in many instances SFPD seeks to be a leading police department by setting higher standards for best practices. One such example is SFPD's proposed revisions to its bias policy, which will include a provision cautioning officers to avoid bias by proxy.[6] Cal DOJ is unaware of any other law enforcement agency in California that has adopted such a policy.

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[6] Bias by proxy occurs when an officer acts upon a call for service that is based on explicit racial and identity profiling or implicit bias against another person. One example of a high profile incident of bias by proxy in San Francisco took place when a woman called the police on an eight-year old black girl for selling water without a permit. *See* Wootson, *You Know Why the Lady Called the Police: Black People Face 911 Calls for Innocuous Acts*, Washington Post (May 30, 2018) p. 1; Ting, *New Viral Video Shows SF Woman Dubbed "Permit Betty " Calling Authorities on Street Vendor*, S.F. Chronicle (Jul. 14, 2018) p. 1.

During Phase II, the Department has either published the above DGOs or is moving them through the stages of the policy approval process, which culminates in approval by the Police Commission. These include:

- DGO 2.04 (Civilian Complaints Against Officers)
- DGO 3.01 (Written Communication System)
- DGO 5.03 (Investigative Detentions)
- DGO 5.17 (Bias-Free Policing)
- DGO 5.22 (Interacting with Transgender, Gender-Variant, and Nonbinary Individuals)
- DGO 11.07 (Prohibiting Discrimination, Harassment, and Retaliation)
- DGO XX (Interactions with Deaf and Hard of Hearing Individuals) (New Policy)

It is our understanding that additional policies focusing on youth, community policing, and other important areas within the umbrella of this reform effort are moving through a revision process in the coming months.

B. Executive Sponsor Working Groups

As mentioned above, as part of the CRI process, SFPD created five Executive Working Groups that correspond to the five major strategic areas underlying the recommendations: Use of Force, Bias, Community Policing, Accountability, and Recruitment/Hiring. These Executive Working Groups are tasked with assisting SFPD in responding to the recommendations and are comprised of stakeholders drawn from the Department of Police Accountability, the Police Commission, community police advisory boards, police employee groups, the San Francisco Bar Association, community members, and other interested stakeholders.

Unfortunately, SFPD, to its detriment and to the detriment of its community, has not effectively utilized these working groups and must recommit to this process. First, the working groups have not adequately provided for the public's access to their meetings. Except for the Community Policing Working Group which rotated meeting locations, all of the other working groups hold meetings only at SFPD headquarters in Mission Bay and only during regular business hours. Depending on the composition of the working group, this practice effectively renders these meetings inaccessible to many members of the public and creates a missed opportunity for valuable community input from different stakeholders and implementing community policing principles.

Second, the working groups have not met frequently enough. The Use of Force, Recruitment/Hiring and Accountability Executive Working Groups each met only once during Phase II. The Community Policing Working Group met three times during Phase II, but has not met once since its new Executive Sponsor was assigned at the beginning of Phase III. In comparison, the Bias Executive Working Group has held regular, frequent, and well-attended

meetings since the summer of 2019 and continuing to the present. The work undertaken by the Bias Executive Working Group has proven to be meaningful to the overall CRI process.[7]

In short, the working groups should meet with greater frequency and in a manner that not only enables but also encourages the public's participation. Doing so will engender trust with the public and provide SFPD an opportunity to communicate the progress it has made with reform implementation and to incorporate valuable insight from stakeholders as it addresses the remaining recommendations. And, the community can feel confident that their voices were heard and that SFPD truly cares and understands community concerns. Furthermore, SFPD should consider empowering its Executive Sponsors by providing training on facilitation and project management so they can more effectively lead the working groups so the meetings are beneficial to both the department and community members.

C. Interagency Interactions within the City of San Francisco

Improving interactions between SFPD and other city agencies and departments is essential for SFPD to be able to carry out not only CRI but also its core mission. One such entity is the San Francisco Police Commission. Under the structure of the City Charter, the Police Commission has oversight of SFPD and its policies. Because several recommendations and compliance measures depend upon the revision and implementation of several DGOs, it has been our objective to seek consensus between Cal DOJ, DPA, the Police Commission, and SFPD to get the DGOs adopted. This consensus, in turn, enables SFPD to achieve substantial compliance with those recommendations dependent upon the DGO.

It appears that delays in the Police Commission's adoption of certain DGOs has slowed down the submission of some of the reform measures. Our experience with the implementation of DGO 3.01 (Written Communication System) is illustrative of such a delay.[8] Cal DOJ sent its initial review of DGO 3.01, along with three other DGOs, to SFPD and the Police Commission

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[7] For example, the working group has focused on three DGOs, (1) 11.07 "Prohibiting Discrimination, Harassment, and Retaliation," (2) 5.17 "Bias-Free Policing" and (3) 5.03 "Investigative Detentions." Through community engagement, the Bias Working Group determined to ensure that the protections implemented cover broad categories of individuals, defining terms such as implicit bias and bias by proxy, and ensuring that detained members of the public receive information regarding the officer that stopped them as well as how to submit a complaint. The frequency with which the Bias Working Group meets—and the substantial work that is borne out of those meetings— serves as an example to other working groups.

[8] This policy describes the types of written directives within SFPD – such as Department General Orders and Department Bulletins – and establishes responsibilities for compliance with their promulgation including the timeline for completion of the updates on all DGOs.

on July 30, 2018. After positive and productive discussions with SFPD and the Police Commission regarding each of these DGOs, on December 19, 2018, we informed SFPD and the Police Commission that we had no further comments with respect to DGO 3.01. On January 16, 2019, the Police Commission discussed taking action to adopt DGO 3.01. At the meeting, the DGO was not approved after a motion to amend was made to include a provision giving the Police Commission the opportunity to approve all memorandums of understandings generated by SFPD. At the time of the release of the Phase I report, SFPD had advised us that approximately 17 recommendations relied upon the completion of this DGO. Nevertheless, the Police Commission did not approve DGO 3.01 until August 7, 2019 – eight months after it was finalized. Immediately thereafter, SFPD was able to submit the 17 pending recommendations for review under Phase II. Delays such as these render the swift implementation of the reforms extremely difficult.

Another agency within the City of San Francisco that has a significant role in SFPD's personnel-related policies and procedures is the San Francisco Department of Human Resources (DHR). DHR processes are creating unnecessary hurdles to SFPD's implementation of the some of the reform measures agreed upon as part of the CRI process.

For example, during Phase II, DHR rejected Cal DOJ's suggested changes to a provision of DGO 11.07, Prohibiting Discrimination, Harassment, and Retaliation. As background, the Bias Working Group met on several occasions to provide input and receive feedback regarding the DGO between June and November 2019. This is a critical policy, as it makes clear that SFPD will not tolerate – and will encourage internal reporting of – discrimination, harassment and retaliation. On Cal DOJ's recommendation, SFPD made a request to DHR to change the timeframe for reporting internal complaints from 180 days to one year to align with state law under the California Fair Employment and Housing Act, Government Code section 12940 et seq. But DHR prevented SFPD from extending the internal time period for accepting complaints to one year in its policy, apparently concerned about the City of San Francisco's potential liability at the cost of quashing legitimate complaints of discrimination, harassment, and retaliation. Although this policy was adopted by the Police Commission on January 15, 2020, we recommend, in order to get in compliance with contemporary standards, that the City change its policy to accept internal complaints for up to one year from the last date of the alleged act of discrimination, harassment, or retaliation. In Phase III, DHR will need to work more collaboratively with SFPD to implement several recommendations especially within the Recruitment, Hiring, and Personnel Practices Recommendations.

These examples highlight some of SFPD's challenges and, in general, suggest the CRI process would benefit from increased communication and transparency between SFPD and other city agencies, as well as with the public. SFPD is occasionally asked about its reform progress at

Police Commission or Board of Supervisors meetings, but some recent meetings have demonstrated that these bodies are not fully informed about SFPD's progress under CRI. SFPD should proactively and regularly update these bodies on the CRI progress during public meetings. Doing so will increase transparency around SFPD's work and build trust in the CRI process.

D. Trainings

As it did in Phase I, the Cal DOJ team attended SFPD trainings in Phase II, including a Use of Force, Critical Mindset, Crisis Intervention Team Field Tactics and De-Escalation, and Principled Policing trainings. Cal DOJ found these trainings useful and effective. As an example, the Critical Mindset training provided helpful information on planning and coordination at the scene of an officer encounter to avoid the unnecessary use of force. Similarly, the Crisis Intervention Team Field Tactics and De-Escalation Training helpfully emphasized debriefing after an incident, using time, cover, space, and distance to abate any urgency, and humanizing the people undergoing a critical incident. These are just a few examples of the good training that Cal DOJ observed.

However, during various different trainings, Cal DOJ observed that some SFPD trainers made stray remarks that undermined the training or contradicted the policy at issue in the training. For obvious reasons, we have informed SFPD that it is unacceptable to utilize trainers that provide information inconsistent with these policies.
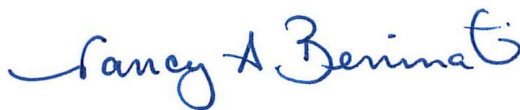
Next, SFPD should be mindful of reinforcing policy whenever the opportunity arises in trainings. As an example, in the Critical Mindset training, the trainers missed a valuable opportunity to reinforce SFPD's priority stated in its use of force policy to safeguard the life, dignity, and liberty of people. This may seem tangential to the broader goals of the main training, but all trainers should take any opportunity to reinforce SFPD policy and best practices and interweave these concepts throughout all trainings. We have learned that SFPD is currently evaluating its trainings toward this end.

Finally, we note that an email sent to SFPD by a former DHR employee who conducted implicit bias training within the department was publicly released close to the publication of this transmittal letter. *See* https://www.sfexaminer.com/news/implicit-bias-trainer-finds-extreme-degree-of-anti-black-sentiment-within-sfpd/. In the email, the DHR employee relayed deeply troubling anti-black and otherwise racist sentiments within SFPD. This email was sent last April, shortly after the parties to the CRI developed a process for implementing recommendations. Since then, SFPD has made some strides in addressing bias-related issues within the department, as evidenced, inter alia, by its Principled Policing training and the Bias Working Group's efforts to develop a strategic working plan on bias. SFPD, of course, has a long way to go to address entrenched bias within the department and we will closely monitor its progress through the CRI process.

IV.   Conclusion

It is clear that SFPD has a heavy lift to ensure that the remaining recommendations are completed. We are encouraged that SFPD has agreed to extend Phase III through the end of this year so that it can fulfill its commitment to CRI. SFPD must continue to develop and implement the best practices identified in the recommendations, and must do so with a greater sense of urgency than we have seen in Phases I and II. There are many dedicated officers involved in this effort, but we are concerned that without significant movement in completing recommendations, these officers will become discouraged and ultimately disengage from the process. These reforms are important not only for the sake of SFPD, but also for the community that it serves. Cal DOJ, along with Hillard Heintze, is committed to making this collaborative reform initiative a success story, but in order to do so SFPD must stay motivated and keep its eye on the prize. As always, we thank you Chief Scott for your leadership in driving the reforms.

Sincerely,

NANCY A. BENINATI
Supervising Deputy Attorney General

For   XAVIER BECERRA
Attorney General

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Executive Summary

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

This report seeks to inform the stakeholders, including the San Francisco Police Department (SFPD), City and county officials, and the San Francisco and Bay Area communities of the SFPD's overall progress under Phase II of its Collaborative Reform Initiative (CRI). The SFPD is committed to driving its transformation through the CRI.

Supported by the work of Hillard Heintze, as the independent contractor to the CRI program, the SFPD is driving its transformation through the commitment of the officers, the department and the City to deliver on its vision of excellence in policing. The California Department of Justice (Cal DOJ) provides the independent oversight and assurance of the department's fidelity to the recommendations and their goals.

Background Overview

On February 5, 2018, California Attorney General Xavier Becerra, along with SFPD Chief William Scott and San Francisco Interim Mayor Mark Farrell, formally announced the SFPD CRI.[9] This action established a first-of-its-kind monitoring agreement that provided "independent monitoring, reviewing and reporting on the Department's organization transformation process." Under the Memorandum of Understanding (MOU), the new initiative includes Cal DOJ, the SFPD, and the City of San Francisco as key institutional stakeholders to reform.

The Collaborative Reform Initiative for Technical Assistance (CRITA) assessment began in February 2016 and resulted in the publication of *An Assessment of the San Francisco Police Department* (Assessment Report) on October 12, 2016.[10] The Assessment Report contained 94 findings and 272 recommendations. It provided a roadmap for implementing reform aimed at achieving model policing practices and enhancing partnerships in San Francisco.

The Assessment Report, published in October 2016, provides the foundation for the stakeholders' current CRI work. The CRI Phase I report[11] covered the history and progress of the CRITA program in great detail and that process sought improvements in community policing practices, transparency, professionalism, and accountability while considering national standards, promising practices, current and emerging research, and community expectations.

Following the publication of the report and during the SFPD's initial implementation of the recommendations, the U.S. Department of Justice (DOJ) placed its CRITA work in San Francisco on hold. The U.S. DOJ formally announced its withdrawal from the San Francisco CRITA process on September 15, 2017 and informed the City of San Francisco that it would be ending the Memorandum of Agreement (MOA) on SFPD CRITA, effective

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[9]   https://sanfranciscopolice.org/article/sfpd-ca-doj-sf-mayor-mark-farrell-announce-independent-evaluation-sfpd-reforms

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

[11]   https://oag.ca.gov/system/files/attachments/press-docs/hillard-heintze-initial-progress-report-sfpd-phase-i.pdf

immediately. No further CRITA support was made available to the SFPD, although other cities that engaged in the CRITA assessments under the program continued to receive CRITA support.

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

Under its new iteration, driven by the SFPD in partnership with Cal DOJ, the following areas continue to be the CRI focus:

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

COLLABORATIVE REFORM

Collaborative reform improves trust between police agencies and the communities they serve by allowing for shared input between stakeholders. This process is not punitive, and it is not proscriptive. Operational stakeholders in this process include the SFPD, the City, the Police Commission, and the Cal DOJ. The Department of Police Accountability (DPA) is also a key partner in the overall CRI process due to its role in investigating complaints against police officers and officer-involved shooting (OIS) incidents.

Collaborative reform is unique in that the reform is not court-mandated but rather driven by the goals and vision of the stakeholders. As a result, the goal setting and measurement is more flexible than a court-administered process. First, the actions to implement the recommendations have more visibility to the public. Second, it is a collaborative process with multiple viewpoints that influence decisions, goals and outcomes. This flexibility allows the department to be more adaptive and holistic in addressing reform issues in collaboration with its stakeholders. As this report demonstrates, the SFPD continues to work internally with the Cal DOJ and with its community stakeholders to transform the way the department provides services. Third, as seen with the SFPD's approach to its use of force policy, reforms often aim higher than legal minimums and instead seek to incorporate best practices.

Memorandum of Understanding Between the City and California Department of Justice

On February 5, 2018, the Mayor's Office, the SFPD and Cal DOJ entered into an MOU under which the City agreed to implement all 272 recommendations set forth in the U.S. DOJ Report. The Cal DOJ independently reviews the SFPD's implementation of the U.S. DOJ Report recommendations and is responsible for reporting to the public. The Cal DOJ determines whether the SFPD has effectively and efficiently implemented the

reforms. The Cal DOJ's final evaluation of the SFPD's implementation of the recommendations will be based on a standard of substantial compliance.

As an independent consultant, Hillard Heintze supports the Cal DOJ with evaluating and reporting on reforms, including the development of relevant policies and procedures, providing technical assistance and preparing and submitting independent reports, and assessing the overall implementation of the reforms. The Cal DOJ provides critical oversight in the CRI process to ensure that SFPD achieves reforms.

The CRI is about the police department's transformation. To support this transformation, two work streams exist – the operational work (the actual work of the individuals within the SFPD to implement reforms) and the assessment of that work. The operational work is supported by administrative work and support that directs policy, training, organizational structure, and leadership. The communities of San Francisco can observe and feel that operational work, such as SFPD officers implementing de-escalation tactics or engaging in community events.

For the internal tracking and assessment of the SFPD's work, the SFPD uses the Professional Standards and Principled Policing (PSPP) Unit to monitor and report on the overall progress of the recommendations. The PSPP Unit was initially established to address reform as a bureau under the direction of a Deputy Chief. Under Phase I, on November 17, 2018, the Strategic Management Bureau was established under the direction of an Executive Director, as a direct report to the Chief. The Bureau includes the Fiscal Division, the Technology Division and the PSPP as a unit under the leadership of a Captain. SFPD reports on its progress by submitting files to Hillard Heintze and Cal DOJ, documenting the actions taken to implement a recommendation. Documenting the actions taken in support of a recommendation is critical because this creates the framework for ongoing internal compliance with and support of the recommendation. For example, the department established protocols that guide the investigation into OIS through a documented and signed MOA. This creates a process of transparency and accountability to ensure that these investigations are conducted in accordance with the agreed-upon procedures. Additionally, documentation of the work supporting a recommendation provides transparency and guidance to the field on the organizational expectations for the delivery of effective, transparent and constitutional police services to the communities it serves.

Hillard Heintze and the Cal DOJ evaluate these files for their sufficiency in addressing the recommendation. First, the file goes through review with the Hillard Heintze team. If Hillard Heintze determines that SFPD has met each of the requirements of the recommendation, it in turn moves that file to the Cal DOJ for review. Second, the Cal DOJ team reviews the file. When Cal DOJ finds a file substantially compliant, the initial reform work is deemed sufficiently addressed, though often times ongoing institutional support of that recommendation is necessary or desirable.

It is important to note that most of the recommendations remain under some level of ongoing work within the SFPD, even if not substantially compliant. This means critical reform work is occurring, but the department has not sufficiently advanced all of the work needed to be substantially compliant with the recommendation.

Hillard Heintze serves an independent party supporting the SFPD with technical assistance and assessing the sufficiency of SFPD's reports supplied for the recommendations. Hillard Heintze helps guide the department in its work in addressing the recommendations and in documenting its work for Cal DOJ's final assessment.

Finally, as agreed upon by all parties to the MOU, Hillard Heintze issues periodic public progress reports identifying the progress of the reform work, with a focus on those recommendations determined to be substantially compliant, as well as the ongoing work and effort of the SFPD with respect to its reform goals.

The overall goal of the CRI is to improve policing practices, transparency, professionalism, and accountability. The process requires consulting national standards, best practices, current and emerging research, and community expectations. Implementing these reforms and engaging the community will result in increased public trust.

Phase I – Establishing the Foundation for Excellence in Policing

The Cal DOJ published the Phase I report on May 16, 2019.[12] The report covered the work of the SFPD beginning September 17, 2018 through December 21, 2018. Phase I work centered on establishing the framework, processes, and procedures that would support the CRI process and establish effective long-term organizational transformation. An important milestone was SFPD, Cal DOJ, and Hillard Heintze developing discrete compliance measures for each of the 272 recommendations to provide detail and guidance for how to achieve substantial compliance. In Phase I, the SFPD prioritized 63 recommendations for review based on their importance to the overall reform effort, including those on Use of Force, Bias, and Accountability. At the completion of Phase I, though most of the recommendations remained in progress, the Cal DOJ found 13 recommendations to be substantially compliant.

The key reform outcome under Phase I was moving the Use of Force recommendations forward. These recommendations are designed to ensure that SFPD enact constitutional and holistic approaches to policy, training, reporting, and review of use of force. This work continued into Phase II.

Many of the Phase I prioritized recommendations remain in progress because SFPD has not yet established effective internal review and audit standards as required by the recommendations. A key barrier to reaching substantial compliance with these pending recommendations is the establishment of measurable internal accountability controls, such as audits and expanded stakeholder support, including with the District Attorney and the DPA. Phase II brought forward key work in this area to help advance the remaining recommendations.

Phase II – Delivering Excellence in Policing

This report covers Phase II of the SFPD CRI, which occurred during the timeframe of December 22, 2018 – August 22, 2019. Phase II saw a stronger focus on recommendation implementation, specifically recommendations that centered on processes that contribute to the accountability standards and professionalism of the department. These recommendations required engagement with external partners, such as the San Francisco DPA. This engaged partnership is critical to ensuring ongoing reform within the department and transparency to the public in that the mission of the DPA "is to promptly, fairly and impartially investigate complaints against San Francisco police officers, make policy recommendations

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[12]   https://oag.ca.gov/system/files/attachments/press-docs/hillard-heintze-initial-progress-report-sfpd-phase-i.pdf

regarding police practices and conduct periodic audits of the San Francisco Police Department."[13] It is very encouraging that the SFPD and the DPA have engaged collaboratively in addressing issues that arise from their shared jurisdiction over police conduct, advising on appropriate policing practices and policies, and investigations into misconduct. The Accountability group achieved substantial compliance for eight recommendations, which is notable given the short timeframe from the appointment of a new Executive Sponsor in June 2019 to the submission of the completed files for review.

The SFPD has seen a decrease in overall OIS incidents in the last few years and did not have an on-duty OIS for the time period evaluated under Phase II.[14] Further, since 2016, the SFPD has seen a significant decline – approximately 47 percent - in the overall reported use of force. This has had a direct positive outcome for the communities of San Francisco and the officers serving them. The department attributes this to better training and oversight, which in turn was a focus of several recommendations. The progress on the multiple reform recommendations have supported this reduction in use of force.

In Phase II, the department was able to draft and enact the Department General Order (DGO) that will facilitate the ongoing and timely review of the policies relevant to key constitutional policing issues. Given the importance of this DGO, the SFPD was granted a time extension for the completion of work under Accountability to submit their work on recommendations impacted by the passage of the DGO. In addition, during Phase II, the SFPD achieved substantial compliance with several Accountability recommendations requiring collaboration – a significant accomplishment given that under Phase I, SFPD did not submit any Accountability recommendations for Cal DOJ evaluation.

The CRI also faced challenges in Phase II. Early commitment to delivering many recommendations for substantial compliance review did not follow through. Changes to Executive Sponsors affected this, in part. Engagement around CRI with Cal DOJ and Hillard Heintze continued, but on-site work was not always fully supported with meetings on key CRI issues. The department continues to demonstrate its commitment; however, as we head into Phase III, a sense of resolve must support the process if the department is to achieve its goal of substantial compliance with the CRI recommendations.

An Intensive Approach

The SFPD has agreed to implement all 272 recommendations. Each of these is accompanied by a number of agreed-upon compliance measures. The department is responsible for completing the work required under a recommendation and for submitting the documentation that supports that the work required under the recommendation has been completed.

To support this effort under Phase II, the Hillard Heintze assessment team performed the following tasks:

- Routine biweekly engagement with CRI team members.

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[13]   https://sfgov.org/dpa/

[14] We note that there was an on-duty OIS on December 7, 2019, which occurred following the completion of Phase II, which this progress report covers. This incident is discussed in the California Department of Justice letter preceding this report. The Hillard Heintze team will continue to evaluate the SFPD's progress on the OIS CRI recommendations as part of the work done under Phase III.

- Ongoing technical assistance to the Executive Working Group Sponsors, the SFPD PSPP Unit and other CRI team members.

- Ongoing technical assistance and support to the Cal DOJ.

- Three multi-day visits with on-site observations, technical assistance, and one collaborative conference.

- Process support and file review of 101 submissions through the end of Phase II that document the SFPD's work in support of the reform recommendations.

NEXT STEPS: THE EVOLUTION OF THE CRI

The SFPD has demonstrated measurable progress under Phase II. We are confident that the work will continue, but the department needs to bolster its administrative processes to support not only the CRI, but to also establish structured and accountable internal practices to support ongoing reform beyond that of the CRI program. It is clear that the department, though committed to policing excellence, struggles with process, communication and operational engagement in the overall CRI program. Much of the work done to date in support of CRI has not been submitted for formal review. While the department continues to move forward, it must re-energize its follow through on the review process. The documentation of the requirements and internal standards for reform ensures the ongoing professionalism of the department in delivering services to the communities of San Francisco.

Process

As we head into Phase III, SFPD will need to increase its recommendation file submissions for Hillard Heintze and Cal DOJ review as well as continue to implement reforms. Balancing this workload will require focus, attention, and leadership. The CRI has not been a linear journey for the SFPD. Each of the strategic areas has seen multiple changes in leadership. We note that several Executive Sponsors changed, most due to departmental promotions, as is expected. Ideally, these reform leaders bring their reform goals, ideas, and passion to their new commands. However, changes have also meant gaps in leadership and a level of catch up for each newly appointed Executive Sponsor. Almost every change of an Executive Sponsor resulted in lost traction and delay in the progression of the reform recommendations. For example, Accountability has had four Executive Sponsors in the three years since the recommendations were published. Recruitment and Personnel Practices had three Executive Sponsors in the same timeframe.

An established strategy and framework (such as Department and working group strategic plans), is needed to ensure that the overall reform progress of the SFPD is not potentially tied to the individual Executive Sponsor's vision, which creates a single point of failure if that person leaves. The department needs to be able to establish an overall goal, framework, and approach to advancing reform that is consistent across the strategic areas and allows for a nimble insertion of new command. In the command changes for August 22, 2019, the department noted that for new Executive Working Group Sponsors, the transition should include the CRI status. A change in command should be supported by formal training, policy, and protocols for all assigned Executive Sponsors across all of the strategic reform priorities. We also encourage the department to continue using these positions as development grounds for leaders, with promotions based, in part, upon success and leadership with CRI.

A learning approach, where best practices are shared and discussed for all Executive Sponsors, would be helpful in allowing the department to not only document its transformation, but also to develop a more holistic and organizationally integrated approach to reform. As new sponsors are appointed, they should be provided with this framework and training to allow for seamless continuation in implementing the reform goals as envisioned by Chief William Scott and the department command.

The administrative file review process will be a focus under Phase III. The overall number of recommendations that the department is working on is challenging to manage and requires work independent of the actual reform efforts. Under the current management structure, each recommendation has an Executive Sponsor, a

finding manager, a project manager, and an assigned case manager. Except for the assigned case manager, each of these parties also have operational roles in the department. Generally, the Executive Sponsor and the assigned case manager are the only ones with full insight into the work being done on the recommendation. Disparate managers under a single recommendation may contribute to limited visibility regarding the work being done under the finding and its support of the other assignments under that recommendation.

Each recommendation is linked to a finding and in nearly all cases, several recommendations are then grouped under a single finding. Hillard Heintze has found that effective structures have one finding manager who is responsible for assessing the work within the finding and coordinating all of the recommendations tied to the finding. Establishing dedicated project managers for the recommendations tied to the findings allows for a cohesive team led by the finding manager. The Use of Force recommendations that Cal DOJ found substantially compliant are a good example of consistency in reform focus. One finding manager and a limited number of personnel act as the project managers for the associated recommendations, which ensures visibility across all of the actions being taken in regard to the recommendations.

Personnel who have primary duties that are not CRI-related are the individuals mostly supporting the CRI process. For example, Executive Working Group Sponsors have command duties elsewhere. The finding managers also have primary duties that are not CRI-related. Ideally, case managers and finding managers are assigned in a manner that allows a cohesive focus and builds knowledge in specific categories under a single project manager. For those recommendations that have one person serving multiple roles for multiple recommendations, the key issue seems to be capacity, as the personnel assigned to these roles have other primary department functions. Although well intentioned, the complexity attached to the administrative file submission process limits the ability to advance reform in the logical, buildable manner that the initial recommendations envisioned. Such an approach would also better support the operational staff that is implementing and executing the CRI reforms.

Communication

The CRI was envisioned as an initiative in which the department owned the process and was engaged with the community. The department would advance reform by working internally and collaboratively to reform its image, improve its policing practices, and deliver excellence in police services. The department committed to address the reform recommendations voluntarily as a result of its own internal goals for excellence.

To date, the department has received little recognition for its reform work, partially because of how it communicates its progress. The information regarding the CRI and its progress has been informal, shared with new command as they take on roles in the CRI program or followed report publication. The department needs to execute a formal, strategic communications plan that supports the CRI goals and allow for an effective and consistent message on the progress the organization makes. The CRI is about more than the completion of files – it is about the work of the department and its officers and the outcomes felt and seen in the communities of San Francisco. This is something owned by all units in the department, as the CRI is owned by each and every officer and professional staff member in the department. It's how the department polices and how it envisions its future in San Francisco.

SFPD should promote CRI as a positive for the department. For the CRI to be successful, the SFPD needs to consistently and routinely communicate its impact to the community and stakeholders, and internally to SFPD members. Unfortunately, absent a communications strategy for the CRI, the message has been disjointed and often negative as an outcome of testimony before the Police Commission or the Board of Supervisors. Some members of these bodies are not fully informed about the goals, processes, the beneficial outcomes, and the commitment of the SFPD to this long-term transformation. As a result, a narrow, foggy lens is applied to the significant work the department has undertaken and its overall progress. Hillard Heintze recommends routine briefings to these stakeholders, as the department has made significant gains on the issues that were identified in the original assessment report.

We have seen some communication successes, but they are often isolated and not part of a comprehensive message about the outcomes and benefits of the CRI. For example, in July 2019, the SFPD updated its website and provided current information regarding the progress of reform. This is helpful, but it is only one aspect of the overall outreach. District leadership should be more engaged in identifying the outcomes of the CRI within their communities, as should the department leadership when communicating how and what SFPD does to improve SFPD's overall community engagement and professional advancement. Internal messaging has been lagging, and many officers do not feel directly engaged in this process.

Operational Engagement

Hillard Heintze has worked with the department on identifying the information and type of information needed to be substantially compliant. However, a backlog of files is pending review because SFPD did not provide enough information to support the compliance measures.

As of the end of Phase II, the SFPD submitted 101 files for Hillard Heintze to review. All of these have been reviewed by Hillard Heintze and assigned a status designation as outlined in **Exhibit 1.** Of those, Hillard Heintze forwarded 27 recommendations to the Cal DOJ which Cal DOJ has determined to be substantially compliant. Accordingly, there are now 40 substantially compliant recommendations -- 13 in Phase I and 27 in Phase II. While we do see measurable improvement from Phase I to Phase II, 61 recommendation files are still pending review based on the request for further information from Hillard Heintze to the SFPD. Some of these requests for information are more than one year old.

The SFPD needs to better integrate operations and the administrative process that measures the reform progress. Part of the problem has been a lack of coordination between the people implementing reform and the people submitting files for review. Phase II saw progress in file completion due to the engagement of the field in the overall CRI goals. To help bridge this gap, Chief Scott instituted biweekly command meetings, which engaged a holistic approach to reform and the recognition that many recommendations have interdependencies with each other. We find this progress supportive of the long-term CRI goal that the SFPD own and deliver its vision for policing excellence.

Successful CRI implementation requires the department needs to fully integrate the operational tasking and administrative support and review. Reform is active within the field and operations is moving forward with key initiatives that help ensure the safety of San Francisco's communities. However, this work is segmented from the administrative reporting and oversight required under the CRI. Much of the documentation of the reform

work to date has been isolated in the PSPP Unit. Tasking PSPP with CRI may have been sound while establishing the initial CRI framework, oversight, and reporting structures. However, as the maturity of the reform effort transitions into the operational framework of the department, these actions need to reflect a joint approach between delivery of services and internal accountability. The CRI does not detract from the field work. Instead, it should be seen as a joint approach to policing in San Francisco, and a process that department units support and own.

As we look to the future of policing in San Francisco, the SFPD needs to continue meeting service demands while supporting a robust mechanism for ongoing advancement of reforms and excellence initiatives. Promisingly, SFPD's reporting and data practices have greatly improved since the original assessment. The department continues to advance its data capacity and has leveraged this for measuring and analyzing reform recommendations and outcomes. During the remaining period of review, we anticipate the department will improve its capacity to use and analyze data to drive critical and analytical thinking regarding how it polices, trends, and how SFPD's strategic vision best advances the organization and its reform goals. Developing this data-driven internal accountability framework to engage its vision at all levels of the organization is critical to the department's success.

After the end of Phase II, Cal DOJ and Hillard Heintze will identify recommendations for which we believe the SFPD has completed work that is substantially compliant with the recommendation or where substantial compliance appears readily achievable. Under Phase III, the department will be tasked pursuant to a timeline priority schedule, in accordance with the MOU, to complete the recommendations and submit the files for the Cal DOJ's substantial review. Both will work with the department to facilitate this process. To be clear, this tasking is based on the belief that the operational work is complete, or nearly so, and these recommendations are substantially completed but have not been submitted for compliance review.

CAL DOJ TEAM: ROLE OF OVERSIGHT

The Cal DOJ serves as an independent monitor of the CRI Project at the request of the City of San Francisco. The role of Cal DOJ, pursuant to its agreement with the City, is to serve as the independent third-party reviewer of the SFPD's implementation of the recommendations set forth in the U.S. DOJ report and to issue periodic reports to the public. The Attorney General, Xavier Becerra, tasks the Cal DOJ Civil Rights Enforcement Section with supporting this project.

ASSESSMENT TEAM: ABOUT HILLARD HEINTZE

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

Debra K. Kirby, Esq., Project Lead

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

As Hillard Heintze Senior Vice President, Operations, Debra continues to leverage her law enforcement expertise to assist police departments achieve reform across the country. Following her work with the Department of Justice's Collaborative Reform Initiative for Technical Assistance (CRI-TA), she continues to serve as Project Lead on several key policing assessments to foster community-oriented policing practices. A licensed attorney in the State of Illinois, Debra has a master's degree in Homeland Security from the Naval Postgraduate School and a Juris Doctor from the John Marshall Law School in Chicago.

Lindsay Morgan, PMP, Project Manager

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

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

Michael Dirden joined Hillard Heintze following a long and successful career with the Houston (Texas) Police Department. As the Executive Assistant Chief of Police, Michael provided leadership and oversight for the department's Investigative, Strategic and Field Operations, including accountability for Patrol Operations, Traffic Enforcement, the Mental Health Division, Apartment Enforcement and Differential Police. Since 2015, Michael has worked with Hillard Heintze on numerous Law Enforcement assessment and reform projects. He was a key subject matter expert in the review and analysis of police department operations in San Francisco for the Collaborative Reform Initiative for Technical Assistance (CRI-TA), as well as CRITA assessments for several other law enforcement agencies. Michael holds a Juris Doctorate from South Texas College of Law (Houston, Texas), a Master of Science from Sam Houston State University (Huntsville, Texas) and a Bachelor of Arts in economics from the University of Texas (Austin, Texas).

EXHIBIT 1: STATUS DESIGNATIONS

To help the reader understand the structure of the outcomes of the file review process, we identify the below status designations. As reported, of the 101 files submitted to date, the majority remain in an "In Progress" status.

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

Phase II - Key Areas of Focus

PHASE II REFORM PROCESS

This report covers the SFPD's efforts from December 22, 2018 to September 10, 2019 that resulted in an additional 27 recommendations that the Cal DOJ determined to be substantially compliant. Combined with Phase I, reviews of 101 recommendations have been conducted with 40 recommendations evaluated as substantially compliant. The process continues to guide the team's efforts. This plan was formally approved by the SFPD, the Police Commission, and the Cal DOJ as of early September 2018 and was developed in accordance with the Hillard Heintze contract with the City of San Francisco and the MOU with Cal DOJ, the City and the SFPD.

Progression of Work Under This Phase

The CRI team moved from foundational work in Phase I to focus on reform implementation during Phase II. Key to this work was increased focus on stakeholder engagement and work to address critical policies as required by many of the recommendations.

Promulgation of DGO 3.01, "Written Communication System" in August 2019 was a significant achievement and a tasking matrix will support the new policy to help maintain continuous review of key policies. As noted in the assessment report, many SFPD policies were outdated and resulted in ad-hoc policy development through department bulletins that did not receive Police Commission scrutiny. DGO 3.01 provides specific guidance for the development and amendment of policies. It also requires that DGOs be formally reviewed at least every five years with specific circumstances, such as a change in the law, which provides for ongoing review and update. Department bulletins, which contain directives and legal updates and are issued departmentwide, now have a two-year sunset provision and require Police Commission review.

Several of the recommendations reviewed in Phase I remain in progress. The primary reason is that the department has not demonstrated how it will ensure that the work completed for the recommendation will continue and what internal review and standards will ensure it continues. This is critical to ensuring reform and constitutional policing practices continue beyond the CRI program. In addition, the department revived its work in the areas of Bias and Accountability by focusing on its bias free policing policies which is discussed more fully in the Cal DOJ introduction letter. We continue to see a more engaged leadership focus for CRI, as discussed below.

Organizational Focus and Structure

Under Phase II, the Chief held newly established CRI meetings with all relevant command and executives to discuss and review the overall reform progress as part of the file review process. This has provided for a more cohesive approach, as these meetings provide the Chief and command staff the ability to address reform files, including open discussion regarding CRI progress and challenges. Further, four of the executive staff members – an Assistant Chief and three Deputy Chiefs – have served as Executive Sponsors. This ensures knowledge of and commitment to the reform goals at the highest level of the organization and bodes well for the department as we head into Phase III.

This process has begun to seed a more holistic approach than under Phase I. Since the inception of the Chief's CRI meetings, the Hillard Heintze team observed several process improvements:

- Higher-quality recommendation file submissions to the CRI team for review

- Benefit from several levels of review

- Increased visibility on recommendation package development and submissions across the SFPD operational units, and

- Increased engagement from the SFPD command staff on CRI issues resulting in a productive August 2019 Status Conference discussing the current state of the SFPD's progress toward substantial compliance.

Technical assistance from the Hillard Heintze and the Cal DOJ team supported the implementation of the recommendations. Biweekly partner calls were expanded to include staff from the DPA. At these meetings, members of the Police Commission, the SFPD Executive Sponsors and the PSPP Unit discuss issues such as the progress of specific files and more generalized policy issues. The DPA, including the Executive Director, has been a consistent presence and contributor to these meetings and the working groups, as have staff from the Police Commission. Police Commissioners have been present in the working groups, particularly the Bias Working Group, but have not participated in the biweekly calls; rather, staff members have been regular participants in those meetings. For the most part, the SFPD team has been engaged and open to the comments and input from the CRI team and has taken action in support of issues discussed. Unlike the initial collaborative reform assessment, staff and leaders from the City have not had significant engagement in this process, despite the fact that they are a party to the MOU; therefore, it is not clear that the SFPD has the support of the City leadership.

The SFPD saw significant changes in command during this phase. Newly appointed leadership included the Assistant Chief, Chief of Staff, Deputy Chiefs - Investigations Bureau, Field Operations Bureau, and Administration Bureau. Newly appointed Commanders during this phase include: Field Operations Bureau – Metro Division, Golden Gate Division and Community Engagement Division; Airport Bureau; Administration Bureau; Investigations Bureau; and Chief of Staff, Risk Management.

Command changes resulted in new Executive Sponsors for all CRI reform areas in Phase II, including Bias in February 2019; Accountability in June 2019; and Use of Force, Community Policing and Recruitment, Hiring and Personnel Practices in September 2019. Additionally, the PSPP saw a change in leadership with the promotion of the assigned captain. These changes came with new ideas and a learning curve for each of the newly appointed Executive Sponsors. We have met with each of the newly appointed Executive Sponsors and are impressed by their willingness to commit to the process and their goals for completing recommendations. Additionally, we continue to receive files for review on a more regular basis, which bodes well for the future progress of the CRI reform.

STRATEGIC REFORM INITIATIVES

Use of Force

High-profile OIS incidents by SFPD officers drove the initial request for assistance to the COPS Office. As a result, it is one of the more fully developed areas under the reform agenda and covers the policy, training, investigation and transparency for use-of-force incidents. Much of the work noted below was initiated during the assessment phase, and significant work occurred early into CRI. Of the 58 Use of Force recommendations identified in the Assessment Report, the SFPD has submitted 33 recommendations for review. During Phases I and II, the Cal DOJ has determined that SFPD was substantially compliant with 25 recommendations. Eight recommendations remain under development by the SFPD as a result of a request for additional information. Please see **Appendix B** for additional details.

Since 2016, the SFPD has also seen a significant decline in the overall reported use of force. This has had a direct positive outcome for the communities of San Francisco and the officers serving them. The department attributes this to better training and oversight, which in turn was a focus of several recommendations. The progress on the multiple reform recommendations have supported this reduction in use of force.

Independent Investigation and Oversight

A key focus for the U.S. DOJ in its reform recommendations was ensuring independent investigation and oversight over OIS incidents. Under CRI Phase II, the department completed the MOU for the Investigation of OIS incidents with the District Attorney's (DA's) Office of the City and County of San Francisco. This critical reform ensures an independent investigation into an OIS. An independent skilled investigator brings knowledge and legal understanding of use of force incidents that allows for a thorough review. The San Francisco DA's Office is responsible for conducting the criminal investigation of OIS incidents involving the SFPD officers. This provides professional investigation and review, independence, and accountability, as the DA is an elected official and responsible to the community.

DGO 5.01, "Use of Force, Superior Officer's Responsibility" requires the superior officer, if they believed unnecessary force occurred, to notify the DPA in accordance with DGO 2.04 "Citizen Complaints Against Officers". The DPA is also tasked, under San Francisco ordinances, with the administrative investigation of OIS incidents. However, SFPD can investigate of its own volition concurrently with the DPA investigation. In its 2018 report,[15] the DPA identified its contribution to CRI, including participation on key executive working groups, including Bias and Use of Force. Key to issues for use of force are enhanced protocols that allow for more timely engagement in OIS. The DPA reduced the backlog on these investigations in 2018, which bodes well for the CRI goals of timely engagement, investigation, and resolution of OISs.

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[15] https://sfgov.org/dpa/sites/default/files/DPA_2018.pdf

Policy

The use-of-force policy continues to reflect best practices in policing. It also serves as a demonstration of the department's commitment to open engagement with the community, as a range of stakeholders had input in its development.

The department continues to improve its use of social media to relay critical information regarding the progression of investigations and department operations. The DPA website, which is linked directly to that of the SFPD, provides a range of information in support of transparency on use-of-force investigations.

Transparency

Under the initial Phase I assessment, the department began improving its transparency in reporting on OIS incidents. The SFPD had already initiated a practice of hosting town hall meetings in the area of the OIS shortly after the event. It has now codified this practice, which requires holding town hall meetings within 10 days of the OIS incident. Moreover, the SFPD website continues to post incidents as required by San Francisco Administrative Code Sec. 96A, Law Enforcement Reporting Requirements, Section 96A.3.[16]

Based in part on discussions with the Cal DOJ in Phase II, the SFPD engaged in specific analysis and reporting on its prohibition against the carotid restraint. Although related to a recommendation found substantially compliant under Phase I, Recommendation 17.1, the department instituted monthly reviews of use-of-force incidents to verify the reports on type of force used and to confirm policy adherence. This is an example of the ongoing commitment the CRI brings. Substantial compliance is a baseline finding and does not mean the overall goal of the recommendation is complete. Internal review, validation and continuous improvement of this nature will help the SFPD achieve policing excellence.

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[16]   https://www.sanfranciscopolice.org/your-sfpd/published-reports/arrests-use-force-and-stop-data-admin-code-96a

Bias

Bias in the criminal justice system is a national issue, not one that is isolated to San Francisco. This issue affects officers' decisions and was key to the initial U.S. DOJ work in San Francisco. The department continues to work on bias, though it remains a challenge, in part, because of the number of bias related recommendations under implementation and internal review. The SFPD has submitted 16 recommendations for review, from the 54 identified in the Assessment Report. Six recommendations have been determined to be substantially compliant by the Cal DOJ. The SFPD is working on supplementing the information in 10 recommendations as a result of the request for additional information. Please see **Appendix B** for additional details. Under Phase II, the department has demonstrated ongoing work to address the recommendations in a directed and thoughtful manner.

In Phase II, significant work has occurred with the Executive Working Group (EWG), to develop and refine the policy on bias and its progression to a DGO. The EWG includes members of the Police Commission, Cal DOJ, the SFPD and various community stakeholders. As this review is delivered, plans exist for the policy to move through the final stages of the process to promulgate DGOs.

The SFPD's approach to preventing bias is not solely based upon the rework of the existing policy. For example, in October 2018, the department implemented a policy regarding its interaction with transgender, gender variant and non-binary individuals that incorporates national best practice.[17] This policy directly addresses actions that contribute to the perceptions of bias and how to achieve non-bias outcomes when dealing with transgender, gender variant and non-binary populations. As noted in the Attorney General's letter, the department has also engaged in significant policy work on discrimination, engaging with individuals with impaired hearing and detention protocols. Further, the department continues to review how to incorporate principles aimed at bias prevention as part of its ongoing review of other policies.

The department continues its audit of department electronic communications for bias language through emails, mobile data terminals and text messages. Although already found to be substantially compliant, the Cal DOJ reviewed the SFPD's audit practice in Phase II with some additional recommendations to improve the audit process. The SFPD has reviewed and implemented these recommendations, again demonstrating the ongoing nature of CRI.

Training

The department continues to provide bias training and is committed to ensuring all members have been trained, are compliant and share the goal of achieving the overall reform recommendations. This has been a significant undertaking by the department under Phase I, and the department continues to embrace it.

Transparency

The EWG work on bias under Phase II, including regular meetings to obtain the input of the group, have been instrumental to developing a bias DGO. This work has been meaningful, transparent and very much a

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[17] San Francisco Police Department General Order 5.22. Interacting with Transgender, Gender-Variant, and Nonbinary Individuals. Eff.10/03/18.

collaborative approach. The Bias Executive Sponsor responded to EWG concerns about how decisions were made by creating a more structured and informed process for the whole group that includes feedback on the department's decision-making. The leadership of the Executive Sponsor and the advocacy by members of the EWG have provided thoughtful recommendations regarding policies and practices to address bias issues.

The work of the EWG and other ongoing work on bias within the department has not been communicated to the larger public. In part, this is because the SFPD continues to work with academic partners to obtain scientific review of the data to help develop evidence-based policies and practices. However, the department should capitalize on its achievements and ensure the community is informed about its practices. Otherwise, the measure of success is limited to those recommendations that have been determined to be substantially compliant.

The website has been newly reorganized and remains in beta testing. It should be a key channel to inform the community about various actions and reports of the department. Although the department has invested a lot of work in making the new website user friendly, it continues to be challenging for the public to navigate.

For example, as it relates to bias, the website is not very informative. We searched the term "bias" and were directed to links dating back to 2016. The search did not generate any results related to the achievements of the department in this area, including training, quarterly police commission reports, etc.

As another example, when looking for the policy on transgender, gender-variant and non-binary individuals, several related search terms did not return the policy. Instead, we got a generalized link to all policies, which are then grouped by categories that are not informative to a civilian reader. This search is demonstrated in the screenshot below.
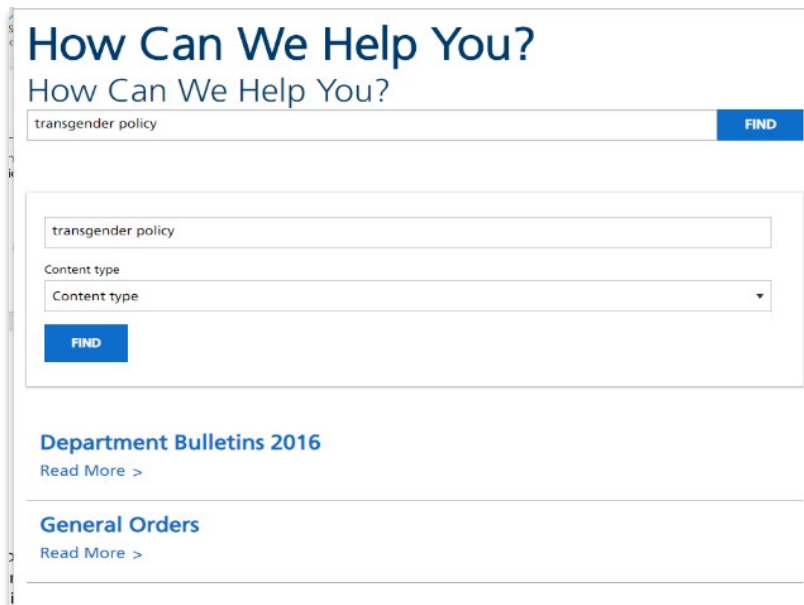
Further, some of the outdated policies are the first to appear without notification that more current policies are available. This work on bias is something the department should be proud of and prioritize on its website. As the work on the website continues, perhaps all of the EWGs can identify how they use the site, the information they seek and how they would like to see the information presented as a way to inform the department about how to best ensure the community gets key information.

Data

Pursuant to Recommendation 24.2, the Department's auditing process achieved substantial compliance by ensuring reports to the Police Commission accurately reflect the data on whether bias has been uncovered. This finding is predicated on the department's understanding that this is an ongoing audit practice and should be updated and reviewed as needed. We discussed the work earlier with the Cal DOJ in reviewing the terms and ensuring that the practices are consistent with other evolving law enforcement practices in this area.

Additionally, the department committed to a robust collection and analysis of data for evidence of bias in a manner consistent with the Police Data Initiative. This is a significant commitment to transparency by the department and should be seen as an ongoing success. The department was also an early user of and successfully transitioned to the State of California Stop Data Collection System. The SFPD records and enters data for all stops, including pedestrian, bicycle and motor vehicle stops, directly into this State-mandated system monitored by the Cal DOJ. This information provides consistency and transparency across the state.

Neither of these two examples of SFPD's commitment to transparency is widely publicized on its website. Nor does the department explain the relevance of these forms of data collection to the communities of San Francisco.

Community Policing

The SFPD reorganization that consolidated all community policing efforts into the Community Engagement Division as part of the Field Operations Bureau is one year old and remains embryonic.[18] An energy that has attached to the division is beginning to take root. For example, we note that work has progressed on the community policing strategy, though it has not yet had final review for substantial compliance. Additionally, the department has begun to ensure a cohesive, structured approach to community policing within the department's districts. The SFPD has a community-policing-centered approach that seeks to support the communities at the district level. The U.S. DOJ report noted that the structures within the organization did not ensure community policing was institutionalized. This resulted in an organizational approach to community policing that is program- and event-based rather than part of a strategic plan. We look forward to seeing the department implement its goals as identified in the working sessions and draft materials provided under Phase II.

Additionally, as champions for these programs moved to new assignments, so did the enthusiasm for their program. Therefore, the collaborative reform recommendations stated the department should institutionalize the community policing ethos, which many officers already possessed, as an operational priority.

Organizational Structure

The Executive Sponsor changed hands within several weeks of the date of this report. It should be a priority for the new Executive Sponsor to establish an institutional framework that operationalizes community policing. We are confident in the commitment of the newly appointed Executive Sponsor but note that this is a department-wide issue that needs to be appropriately prioritized across the organization and supported by the SFPD leadership.

Much of the hard work in this area remains in progress. As of the date of this report, of the 60 recommendations identified in the Assessment Report under community policing, the Cal DOJ identified just one recommendation—Recommendation 43.1—as substantially compliant in Phase II. Even with this recommendation, the team noted the need for a publishable and trackable calendar of events that would provide notice to community members well in advance. As with other community and stakeholder engagements, the lack of agendas, meeting notes and action items – as well as identified follow through and actions on behalf of the department – make it difficult to identify the specific progress made by the department. The department needs to establish policies and training for its outreach efforts that are centered on continuous improvement practices. This not only helps the organization grow, but it also provides a voice for the community and allows the department to demonstrate how it has met the concerns raised and how it continues to improve.

In Phase II, the SFPD submitted 21 recommendations for CRI partner review, and it is continuing to work on 20 that were returned for additional information. Please see **Appendix B** for additional details.

Consistent vision is critical, as the overall framework remains under construction. However, the work to date bodes well for continued progress under this strategic reform initiative.

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[18]   This move became official as of November 17, 2018, at the end of the Phase I review.

Policy

The department made significant strides in developing both a strategic plan and updating the DGO for community policing during Phase II. Although this has not resulted in a promulgated policy, critical work has been done toward the related recommendations. The Hillard Heintze team has observed the working group and the draft documents in progress and find them to be thoughtful and consistent with the goals of the CRI.

To support its movement toward promulgated policy, the department established a coalition of community partners to work on developing a Community Policing Strategic Plan that aligns all department divisions and resources with the community policing goals, priorities and department actions. We anticipate this plan will form the foundation of the revision of General Order 1.08 Community Policing.

Transparency

The department has undertaken and demonstrated effort in addressing the reforms identified under community policing in a transparent manner. The working group met nine times during Phase II, which is demonstrative of the department's and the members' commitment. We met with members of the working group during our site visits and found that overall there is satisfaction with how the working group is kept informed and involved. The Chief has re-initiated the Chief Advisory forums in Phase II as well. The department is not as successful in engaging those community groups not fully supportive of the department. However, at the district level, there is ongoing focus on community policing engagement. Some of the districts have a newsletter, but this is not easily found when searching the website, and the format is not consistent among the districts. Additionally, a scan of the events calendar demonstrates limited formal engagement on community events.

Accountability

The work in this strategic area covers a range of issues and centers on the transparency and internal standards of the SFPD. Most of the related recommendations are still in progress. Much of the work in Phase II was devoted to policy, resulting from a renewed stakeholder engagement with the DPA. The SFPD has submitted 18 recommendations for review, from the 68 identified in the Assessment Report. SFPD submitted many of the recommendations at the end of Phase II when DGO 3.01 passed. Ten recommendation files submitted to the Hillard Heintze team were returned to the SFPD for additional work. The Cal DOJ determined that the department is substantially compliant with eight recommendations, which were submitted in Phase II. Please see **Appendix B** for additional details.

Operational Structure

During Phase II, we saw improved engagement between the DPA and the department, which share some overlapping responsibilities. The department shares its management of its employees with regards to discipline and administrative review with both the DPA and the Police Commission. The work in Phase II has begun to further refine and develop the necessary working relationship between the DPA and the SFPD. Further, while the department is responsible for policy development, the Police Commission is the final decisionmaker on which policies are promulgated.

The CRI Executive Sponsor was assigned toward the end of Phase II and has ensured the completion of files in a short timeframe. The current Executive Sponsor is the commander assigned to the airport, as were the prior sponsors. Policing the airport involves needs and issues distinct from those of the neighborhoods and other policing, such as patrol operations. This command does not usually encounter the visibility and daily engagement on the key reform issues related to accountability, including driving stakeholder relationships with the DPA and the Police Commission. Going forward, the department should consider what is required to help manage the strategic reform area of accountability during and after the CRI program.

Policy

Most of the work in Phase II centered on the overarching policy — DGO 3.01 "Written Communication System"[19] — that directs the department's policy development and promulgation. Policies are more than paper; they are the way the department guides the actions of its officers; they form the basis of training for officers and they hold officers to account. Developing this policy was a significant achievement, as the process for policy adoption and revision is complex and often results in delay, sometimes due to issues not directly related to proposed changes in the policy. We note that the resources and support to continue to review and update policies as envisioned under the policy may face challenges given that additional resources have not been added to the Written Directives Unit and the new DGO 3.01 now requires mandatory review of departmental bulletins every two years. Though a welcome reform and support for the policy actions of the SFPD, DGO 3.01 significantly increases the workload for this unit.

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[19]   https://www.sanfranciscopolice.org/sites/default/files/2019-09/SfpdDGO3.01WrittenCommunicationSystem.pdf.pdf

During Phase II, the SFPD also published an updated DGO 2.04, "Citizen Complaints Against Officers." This DGO requires that copies of the DPA's complaint form and Complaint Process brochure are available in several languages at all district stations.

Emblematic of the department's progress on accountability are the ongoing internal reviews regarding OIS incidents. The disciplinary process and investigation related to OIS reflects a sharper focus on accountability, independent of the District Attorney's finding, and is commendable. The District Attorney decides whether to prosecute. In the past, this was often the basis for clearing any associated allegations of misconduct or the need for internally reviewing the incident for future learning and training. However, as a result of CRI-implemented practices regarding internal review, the SFPD has demonstrated a more robust internal investigation into these matters, looking not only at the officer's actions, but also the policy and training implications arising from an OIS. The department has now established the Field Tactics and Force Options Unit at the training academy, which is responsible for reviewing use of force and critical incidents from a training perspective and evaluating the appropriate options for resolving the situation. Based on their review of incidents, the Unit has created a two-day class, "Critical Mindset and Coordinated Response", wherein they present scenario-based training using promising practices and department-specific and contemporary incidents.

The DPA has also expanded its role and responsibility in OIS and reviews policy violations and has made recommendations regarding officer conduct arising from OIS, including policy revisions and suspension recommendations.

The DPA and the department continue to work diligently through issues that are part of the recommendations in this section. The role and practical effect of the DPA recommendations regarding the SFPD policy is unresolved. The DPA, consistent with its role, identifies policy issues that it sees as impacting the department's engagement with the residents of San Francisco and in carrying out its sworn duty. The mechanism to meet, discuss and resolve these issues has not been successfully activated. For example, the DPA recommendations in the Sparks Report or memos submitted to the Police Commission are not routinely reviewed, discussed and decided in a transparent manner that documents and progresses the recommendation and its resolution. Many recommendations from the DPA remain pending without resolution.[20]

Transparency

Recommendation 55.1 is based on increased transparency regarding officer discipline and OIS and states, "The SFPD should expand its current reporting process on complaints, discipline, and OIS incidents to identify ways to create better transparency for the community regarding officer misconduct." The department has made a lot of progress in this area that supports mandated legal requirements and reflects the department's commitment to transparency, such as posting Early Intervention System data on a monthly basis. Improvements in the website have helped with public access to information regarding officers' and the department's accountability. For example, the website now has a complaint section that links to the DPA website where a person can file a complaint against an officer. The department has been open to modification of the website and has actively sought input. After discussions and review with the team, at the request of Cal

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[20]   https://sfgov.org/dpa/sites/default/files/DPA_3rd_and_4th_Quarter_2018_Policy_Work.pdf

DOJ the SFPD added a direct link to the DPA's complaint form which is now easily accessed from the SFPD website. These and other actions reflect the commitment of the department to ensuring transparent processes.

The goal for transparency remains a work in progress and is the focus of continuous improvement by the SFPD. The first goal was to get information up and available, but it is not easy to find, and it is located in several places across several websites. Recommendation 55.1 notes that lack of transparency is, in part, based on the public's inability to access the information. The department continues to refine how it presents and makes information available to facilitate greater transparency. Focus on how this information is used and how to best inform the public will be helpful as the department reviews its website and other information delivery systems.

Recruitment, Hiring and Personnel Practices

The SFPD is a diverse organization, particularly among its peers, and embraces its broad range of employee groups. However, the Assessment Report revealed that there are challenges to maintaining diversity within the SFPD. The initial assessment review identified challenges to recruiting diverse candidates. Once officers are working within the department and begin to advance through the ranks, as with most law enforcement agencies, diversity diminishes.

Early on, the department engaged in a variety of strategies to address the CRI recommendations. The SFPD had early successes, such as revising the physical testing standards and providing recruits more support in entering and finishing the academy training. The SFPD has submitted 13 recommendations under this strategic area for review. As of the end of Phase II, these all remain in a request for information, meaning that the department continues to work on providing the information necessary to support an aware of substantial compliance. We note that substantive work has advanced the ongoing diversity of the SFPD; however, this work has not been formally shared with the CRI team or put forward for a CRI review. Please see **Appendix B** for additional details.

Organizational Structure

There are multiple entities and a myriad of procedures involved with the hiring process for the SFPD. Base level hiring standards are established by the California Police Officers Standards and Training Board (POST) and the larger City and County of San Francisco Human Resources (HR) Department. The department's Staff Services oversees the process internally and within Staff Services is the Recruiting Unit and the Staffing and Deployment Unit (SDU). The SDU reports through the chain of command to the Deputy Chief of Administration and has engaged in a variety of outreach activities to further the diversity and engagement of successful recruit engagements.

Policy

Under Phase II, the SDU has focused on developing the data and analysis capacity to better plan for future employment needs. The SDU is also formulating a workplan for collecting and analyzing personnel data, which will allow the department to further assess its present and future personnel needs while being cognizant of trends in diversity and inclusion.

The department has experienced early success in addressing hiring standards and expanding support to recruits to avoid unintentional negative impacts on diversity. However, the department has not documented the formal protocols and practices it has implemented through the submission of files under the CRI process. For example, the Chief was able to advocate to alter certain training requirements that were not consistent with the department's vision and had an impact on the candidate pool. By reviewing the trigger pull training requirement, the department was able to work with the City HR department to develop standards that reflected the goals of the SFPD for its personnel. Yet, this recommendation remains in progress under the formal review structure of CRI.

Training

Toward the end of Phase II, the department initiated an internal leadership development institute. It is intended to develop current and future leaders within the SFPD. Though the program is in its beta phase, the initial structure and approach appear to be sound, which bodes well for a structured approach to providing professional development for the SFPD leaders. We will determine how it progresses and how it addresses the CRI recommendations under Phase III.

Transparency

The department updated its website to include a variety of information regarding a career with the SFPD.[21] It provides visual and written information with direct contact for the SFPD Recruitment Unit. The website also provides information regarding sworn and professional staff applications. As a matter of stakeholder engagement, the Recruitment, Hiring and Personnel Practices working group met once throughout the Phase II timeframe in May 2019. Increased engagement with the stakeholders on key issues of recruiting and promotional practices is required to meet the CRI goals for this strategic area.

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[21]   https://www.sanfranciscopolice.org/your-sfpd/careers

KEY FOCUS AREAS FOR THE NEXT PHASE OF THE CRI

Organizational Transformation

The issues that the SFPD has taken on to drive its cultural and organizational transformation are complex. If solutions were easy, the problems would not exist. Further, the SFPD is working through this process using its existing resources while continuing to deliver overall police services on a daily basis. Community members and stakeholders alike have expressed concerns regarding the SFPD's progress overall and the number of recommendations submitted. The documented and the measurable result is reflected in the number of the recommendation files determined to be substantially compliant. However, significant ongoing work is occurring across many of the strategic areas of CRI and towards completion of the recommendations. To be clear, CRI is not linear, and the ongoing work seeks to address other issues and priorities within the department.

The CRI is distinct from a court-ordered consent decree in that it focuses on collaboration. Therefore, the bar for success is more complex, as it requires community support and buy in. To be effective, CRI requires the ability to engage, listen, adapt, review and refine based upon the input of designated stakeholders and the communities of San Francisco.

The SFPD has established a goal of achieving excellence in policing. This is not without challenge given the myriad of daily issues facing the department in addition to the ongoing work and focus given to the CRI. As the department heads into Phase III, a fully cohesive approach to the CRI process is needed, one that refines the operational and administrative framework that will continue to support the goal of excellence in policing. This requires that each strategic initiative becomes integrated with operational goals and taskings so that the CRI recommendations become the way to do business and the internal standards for ensuring the ongoing integration become a routine. The goal is substantial compliance for all 272 recommendations, and to support this, the SFPD should institutionalize the CRI structure to allow the department to continuously grow and improve within a designated framework that supports internal review and accountability on its goals.

Leadership for Strategic Initiatives

As noted earlier, the changes in command in the department resulted in changes in the Executive Sponsors for each of the strategic initiatives. The Chief has begun to integrate the operational decisions and discussions with CRI as part of his meetings when conducting file review. Personnel have been promoted into positions where they can continue to use the knowledge learned while working with and overseeing CRI. However, the department must develop internal champions who can speak to the goals and outcomes of CRI in a consistent and integrated way. The designated champion(s) need to align organizational messaging and all internal and external levels of leadership to consistently drive reform.

Collaboration and Stakeholder Engagement

The department engaged in a good practice early on – it established Executive Sponsors for each of the strategic reform areas. It then established EWGs, which were initially designed to address the issues raised in the U.S. DOJ report. These groups were active early in the CRI. However, the notice, agenda and documentation of the meetings has not been consistent. Under Phase II, the meeting cadence for these

groups has varied. The Bias group, as discussed earlier, has demonstrated a significant lift during this phase, which is evidenced by the fact that it held seven working meetings, regularly communicates with the participants in the group, and maintains clear minutes of the meetings. The other working groups have not been as active. Use of Force has moved to a quarterly schedule with pre-published dates, which is a good practice; however, there is need to focus on the outstanding recommendations as well as to ensure stakeholder awareness and input on the SFPD's progress. During Phase II, the working groups for Accountability and Recruitment met once. Engaging with the stakeholders in a formal process focused on identifying issues and resolving them is an opportunity to engage with the community in an open, transparent manner and to educate both the police and stakeholders about the issues facing the department and the actions taken to not only overcome barriers but to achieve policing excellence. Establishing a formal meeting process that tracks progress will help the department overcome the limited number of recommendations moving through the CRI review process.

The working groups serve as an important vehicle by which to develop shared understanding and knowledge of the department's goals and vision. These meetings are especially valuable to the department because they provide access to community leaders and subject matter expertise that will help inform policy and provide context and insight to the community for organizational initiatives. By providing an ongoing voice to the community through the working groups, the department will achieve its long-term goals regarding its support and commitment to the community and ensuring the community has visibility and voice regarding the department's initiatives and goals. As we head into Phase III, specific policy and structure regarding the cadence, structure and documentation of the working group issues and outcomes are necessary to establish the requisite framework to support the department's community policing vision.

Additionally, collaboration with other governmental stakeholders is also critical. Under Phase II, we saw improved interaction between the governmental stakeholders involved in OIS. These improved relationships resulted in measurable progress toward the CRI recommendations. However, many of the recommendations centered on formal partnership arrangements remain in progress. For example, engagement with the DPA has improved significantly under Phase II, but there is room for improvement heading into Phase III. Meetings between the DPA and SFPD would improve and provide increased measurable outcomes by using formal agendas, specific tasking and follow-through review. The absence of continuing review and improvement limits the value and effectiveness of the scheduled meetings and does not sufficiently mark the progress made through the collaboration. The SFPD officers who attend the DPA meetings have a lack of decision capacity. These officers are rarely command level and often are not in the decision chain of command for the operational unit that owns the issues. Ensuring a tasking and review process for the issues raised at the meetings would allow the DPA and SFPD to progress the issues and the CRI recommendations, even if the key decision makers are not at the meetings.

Establishing consistent processes and structures that support collaboration will help the SFPD leverage the work done to date in the areas of Use of Force and Bias. Collaboration, particularly with agencies that serve different roles, is not intuitive and requires concerted effort. Most of the recommendations focused on collaboration with key partners, such as the Police Commission and the DPA, remain incomplete. The department also will need to increase its outreach to groups that are critical of the police, as the ability to listen and be responsive to all of the San Francisco communities is key to the continued growth and professionalism of the SFPD.

Under Phase III, we will work with the department to ensure continued improvement on stakeholder engagement. Some partners perceive that the collaborative approach to community and stakeholders, as recommended in the assessment report, has not been fully embraced by the department. In Phase III, we will review the process the department uses in support of its collaboration goals and whether it is implementing those recommendations centered on improving community and stakeholder collaboration. Use of routine meeting schedules, agendas, meeting notes and follow through to ensure action items are identified, tasked and formally resolved are key drivers for successful collaboration practices.

CRI Process

One of the challenges facing the success of the CRI is the fairly consistent change in Executive Sponsors. The department has yet to establish CRI-specific protocols and documentation for those who are newly appointed Executive Sponsors. We have seen new Executive Sponsors struggle to understand what the prior Executive Sponsor accomplished, what is expected of them, and how to manage the project to move forward with the remaining recommendations. Establishing CRI policies and protocols will guide new Executive Sponsors and staff on the history of the CRI, the current status and goals, and the key CRI work to date within each of the areas. This information should be readily available to a new appointee. Efforts to support information sharing are beginning as we wrap up Phase II, as evidenced by an August 22, 2019 memo from Chief Scott identifying CRI priorities as a key component in leadership transition discussions. A structured and transparent process is needed to help the SFPD transition to long-term management of its strategic goals for policing excellence.

The SFPD recognizes the need to establish monthly reporting to ensure executive visibility across the strategic areas and plans to do so under Phase III. We welcome this initiative and recommend that reporting should be a consistent format that documents the active work within each of the reform areas. The department should consider using these reports to inform stakeholders and the community about the ongoing work and progress in each strategic reform area. These reports should address key performance indicators – targeted recommendations; specific progress on each compliance measure held by the Executive Sponsor for the strategic area; the working group meetings agendas, notes, and taskings; and any key accomplishments that support the recommendations under that area. Quarterly reports should report the status of the overall progress and serve to update personnel assigned to the reform efforts. Along with the monthly key performance indicators, the quarterly reports should also list the findings manager, project manager and case manager. To date, this information has not been kept up to date or widely shared with each change in personnel.

Project management training would benefit all Executive Sponsors and PSPP staff. Managing the complexity of the CRI recommendations, given the layers and intra-departmental staffing, is not an easy task nor is it intuitive for staff working this project. Further, the department should consider training Executive Sponsors as they are appointed on overall CRI goals and for practical skills, such as communications, running effective meetings and engaging with adversarial or challenging parties.

Recommendation Administration

As a consensual, collaborative process, documenting the SFPD's CRI progress is important to informing the public and internally and externally holding the department accountable. The public should know that the department is engaged in a significant amount of work in support of CRI and other strategic initiatives that is not reflected in this report. Therefore, the CRI file review process and reporting provides a limited view into the overall reform work ongoing within the SFPD. However, the department needs to identify a strategic plan for the delivery of the remaining recommendation files for substantial compliance review. To date, linking the CRI goals with the prioritization of work has not been fully successful.

Under Phase I, use of force recommendations were prioritized and a lot of work effort was directed towards this priority. However, the department has not been as successful at directing the resources and focus needed to forward all of the recommendation files for review. For example, at the end of Phase I, the SFPD established a goal of achieving substantial compliance for 142 recommendations. This goal was established without a formal planning process or established plan to help the department achieve this goal.

At the conclusion of Phase II, the SFPD submitted 101 recommendations, of which 40 have been determined substantially complete while 61 recommendations remain in a Request for Information (RFI) status. RFI means the while the file was submitted for substantial compliance review, the reviewers determined that additional work or information was needed for the SFPD to be substantially compliant with the recommendation. Most of these RFIs are holdovers from Phase I. Phase III will focus on establishing informed goals that are directed at reducing the RFIs while supporting the process, and progress, for those recommendations which have the work completed but have not yet been submitted for substantial compliance review.

Below is a chart that show the percentage of recommendations that have an RFI status and a pie chart that demonstrates how many RFIs per section have been filed:

Section	Number of RFIs	Percentage of Recs.
Use of Force	8	14%
Bias	10	17%
Accountability	10	15%
Community Policing	20	33%
Recruitment and Hiring	13	41%

Files Submitted

■ Use of Force   ■ Bias   ■ Accountability   ■ Community Policing   ■ Recruitment
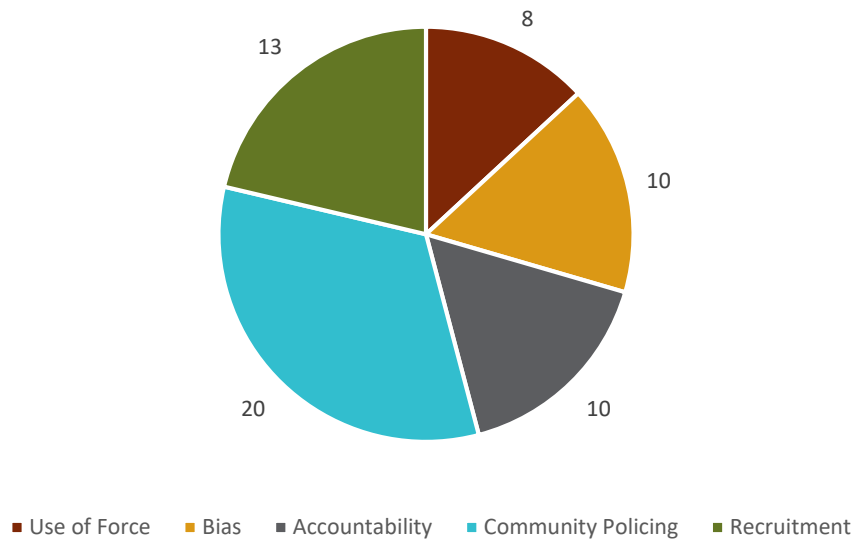
For a more detailed breakdown of these figures, see **Appendix B**.

It is the CRI team's belief that the department needs to prioritize and track the progress on these RFIs. Many of the pending RFIs merely require review and inclusion of missing information. The administrative support and tracking for CRI files is distinct from the ongoing work in the field. The administrative review and clear out of those recommendations completed should be a priority in Phase III.

Further, the department needs to ensure a formal, consistent internal tracking mechanism to support the recommended routine reporting to allow the department to maintain visibility on the CRI progression and to start to develop the holistic vision of the reform process.

The SFPD needs to be able to link the work being done across the organization in a manner that communicates the support of the CRI strategic initiatives and the completion of CRI recommendations. We are confident that the department will be able to achieve this in Phase III. An external tracking mechanism will be developed early into Phase III that will help report on and monitor this progress. As part of this review, the CRI team will revisit the compliance measures agreed to in Phase I and Phase II to ensure that they remain consistent with the goals and vision of the CRI.

USE OF FORCE

Finding 11 identified that the Firearm Discharge Review Board (FDRB) is limited in scope and fails to identify policy, training or other tactical considerations. The department has improved the overall focus of the FDRB, but it has yet to reach the robust approach supported by the recommendations related to Finding 11. As an example, the department has not updated Policy 3.10 "Firearm Discharge Review Board", which was drafted on September 21, 2005. Some actions, such as compliance with the recommendation to staff the FDRB with a member of the training academy, have occurred, but the role is not fully functional. The department identified

the goal of moving toward a Serious Incident Review Board (SIRB) with a broader scope of authority and review. This move is supported by the DPA. The department should prioritize the work under this recommendation in Phase III to fully realize the benefit of its overall strategic goals for Use of Force reform.

The department established documentation and review of use of force incidents early on. Recently, the department agreed to monitor data around carotid restraint. Pursuant to Recommendation 17.1, the Risk Management Unit of SFPD will look at a random sample of offense reports, use of force evaluations and DPA complaints to verify whether carotid restraint was being used. However, the department should prioritize the engagement of a routine audit process that includes both data analysis and file dips to determine the accuracy and sufficiency of the use-of-force reporting in accordance with the policies of the SFPD. This recommended action relates to Recommendations 4.5, 4.6, 5.1 and 17.1. Data audits are required under recommendations 20.1, 20.2 and 20.3. The department conducts some analysis under its reporting for compliance with City and County of San Francisco Administrative Code Section 96A, Law Enforcement Reporting Requirements. However, the long-term goal of data collection is to allow informed analysis that identifies patterns and trends that can be addressed through training and other interventions.

BIAS

The Bias working group demonstrated a cohesive focus in moving forward while retaining individual viewpoints and autonomy. This dynamic fosters good policy development and has resulted in the working group arriving at the final stages of development on the revisions to DGO 5.17.

The Bias working group continues to review and develop a new order on bias, which is consistent with recommendations under Finding 25: "The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas." This order is near completion as this report is being delivered.

Recommendations 24.3, 24.4, 24.5 and 24.6 require policy actions by the department in support of limiting the effect of bias on policing. As this EWG progresses through the initial revision of the DGO, it will be important to keep the momentum going forward to address other concerns and issues to support this strategic initiative goal.

Many of the bias recommendations focus on supervisory training, engagement and management of officers regarding detection, intervention and correction of biased behaviors. Findings from the original U.S. DOJ report centered on the E-585 traffic stop data. The department has since moved to reporting on City and County of San Francisco Administrative Code Section 96A, Law Enforcement Reporting Requirements and under California's Racial and Identity Profiling Act of 2015 (RIPA).[22] This law requires the SFPD to collect, maintain and analyze demographic data on all detentions and searches. The SFPD was an early voluntary participant in the program that supports the law and provides data analysis.

The role of supervision is critical to preventing improper bias in policing. Good supervisors ensure appropriate policing practices, intervene when behaviors are problematic, and coach and direct officers in adhering to

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[22] Pen. Code,§ 13519.4.

departmental policies. Recommendations 28.1, 28.4, 28.5, 29.2 and 30.3 address the need for supervisors to (1) be aware of their officers' actions, (2) review their reporting and (3) develop knowledge of the data surrounding bias. Implementation of these recommendations is particularly important for SFPD. Indeed, of the first wave of law enforcement agencies providing stop and hit rate data consistent with the Racial and Identity Profiling Act, the SFPD is the only agency that does not conduct supervisory review.[23]

COMMUNITY POLICING

The department has had significant focus on community policing. However, formal supporting structure is needed to drive further progress in Phase III. The Community Policing working group has been active and invested not only in DGO development, but also in developing a shared vision between police and the community on what is community policing. While this engagement has been strong, there has been limited record keeping arising out of the ongoing meetings and work. The department did not fulfill requests for minutes and other progress documentation arising out of the EWG. We anticipate that both the policy and the strategic plan will be fully complete in Phase III, which will help the department formalize its community policing practices.

In Phase II, the department has submitted 21 recommendations for review. All but one were returned as RFI, requiring additional information or work. The Cal DOJ determined Recommendation 43.1 was substantially compliant and states: "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. In its review of 43.1, the Cal DOJ recommended that "SFPD keep better track of its community liaison officer meetings through a regular calendar invite, a designated person or rotating assignment for a person to take minutes each meeting, and typed minutes for each meeting. Making these improvements will increase accountability for tasks, assignments, and ideas that are generated through these meetings." A focus on structure, formal process and tasking will help the SFPD not only meet its strategic goals for community policing but will also ensure participants are kept informed of the progress and outcome of their investment in the working group. For example, the SFPD does not always update calendars or coordinate community outreach and events and planned events do not seem to support an organizational goal or vision for community policing. Formal structures at the local district level, supported by agendas, minutes and planning activities, will help maintain the enthusiasm of local communities in the SFPD community policing strategy.

ACCOUNTABILITY

This strategic initiative area is critical to ensuring the formal framework necessary to sustain long-term operational excellence. A key achievement under Phase II, DGO 3.01 Written Communication System, was revised on August 7, 2019. This DGO directs the process, timing and requirements for the policies of the SFPD. The original U.S. DOJ Assessment Report identified the significant hurdles facing the department in updating and implementing policies, so this revision is key to ensuring a nimble policy process.

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[23]   https://oag.ca.gov/sites/all/files/agweb/pdfs/ripa/ripa-board-report-2019.pdf

Under the new order, departmental bulletins will be sunset at two years, meaning they will either expire or be incorporated into an existing or new General Order. A General Order will be reviewed and/or updated and submitted to the Police Commission every five years. The SFPD's Directives Unit is tasked with maintaining this process and will provide an updated General Order review matrix to the President of the Police Commission at least once a year.

The CRI team is concerned about the administrative burden this will place on the Written Directives Unit. Finding 75 identified that the SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining and updating DGOs and bulletins. Recommendation 75.2 identified that the Written Directives Unit should be sufficiently staffed with personnel and resources to enable the unit to function as the project managers for DGOs at the direction of the Police Commission. These concerns were raised before the time constraints placed on Department Bulletins and DGO reviews. In the next two years, literally hundreds of Department Bulletins need to be reviewed and updated. No additional resources have been identified or tasked to the Written Directives Unit. As this report goes to publication, the department is working on refining the matrix for the DGO review. We advise a project management approach to this undertaking, in addition to a staffing review. However, we are concerned about the volume of work and the limited number of people assigned to the unit.

Addressing the CRI recommendations involving the DPA must be a focus under Phase III. A significant focus of the recommendations in this strategic area is the substantive collaboration and structural development of policies, protocols and engagement between the SFPD and DPA. Although the agencies have differing missions, they share the goal of ensuring police officers act with professionalism. Under Phase II, progress has been made on jointly shared issues. For example, Recommendations 56.4: "The SFPD should ensure that the DPA public complaint informational materials are readily available in the community and in particular prominently displayed in district stations for access by the public. These materials should be designed to educate the public about confidentiality limitations on sharing investigative information to inform residents of the type of feedback they may reasonably expect, and they should be provided in multiple languages."

Recommendation 56.4, as well as supporting work for Recommendations 57.2 and 57.4, were determined to be substantially compliant and bodes well for future collaboration. However, as identified earlier in this report, for the SFPD to achieve its goal of substantial compliance with the 68 recommendations in Accountability, decisionmakers must be at the table to work out the issues and establish joint protocols in a transparent process focused on shared goals. There is challenging work ahead, and the SFPD will not achieve substantial compliance for many of these recommendations absent direct and ongoing engagement with the DPA.

Finally, the SFPD needs to continue its analysis of and information sharing regarding officer misconduct. The information conveyed to the public continues to expand, but it is very challenging for members of the public to access or understand the information. Some work has occurred in this area of transparency, but there is still a long way to go to ensuring the information provided makes sense to the public. We recommend engaging the working group to help inform the SFPD about how to better translate the information it posts so that the public can understand it.

RECRUITMENT, HIRING AND PERSONNEL PRACTICES

This strategic area saw early engagement and success in achieving the work under some of recommendations. However, the recommendations submitted for substantial compliance review were returned for additional information and work. The CRI team is concerned that the recommendations under this strategic initiative have not achieved substantial compliance. Some focused work has not translated into the file submissions. The department has appointed a new Executive Sponsor who is skilled and informed about CRI and recruitment, so we anticipate that the work done to date will be reflected in files submitted for substantial compliance review under Phase III. As with the other strategic areas, the SFPD needs to establish a formal structure and strategy for completing the recommendations and submitting them for review.

We are aware of the effort that the department has directed towards staffing determinations, as well as forecasting future staffing needs. This information has not been formally made available to the CRI team. As we head into Phase III, the department needs a specific strategy to achieve substantial compliance on the recommendations in this area. A strong project management plan is required to help identify internal controls and where external partners are needed to support the recommendation. The people of the SFPD, the officers and professional staff, are the reason the SFPD will succeed in this strategic reform initiative. If the department is not organized and focused on recruiting and developing its membership, it will not succeed in its overall reform efforts.

Appendices

APPENDIX A: FINDINGS AND RECOMMENDATIONS

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

An Assessment of the San Francisco Police Department is available to **view here**.

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

The *Phase I Initial Progress Report* is available to **view here**.

APPENDIX B: RECOMMENDATION STATUS

As of the September 10, 2019 file submittal deadline for the work on recommendations under Phase II, the SFPD had submitted files for a total 101 recommendations. The review and recommendation status of the submitted files is discussed below and broken out by each of the original assessment report objectives. Of the submitted file review packages, Hillard Heintze assessed 40 as sufficient for the SFPD to forward to the State of California Department of Justice (Cal DOJ) for substantial compliance review. Pursuant to the CRI team process, only those files deemed to be sufficient to withstand a review by the Cal DOJ after a Hillard Heintze review will be forwarded to the Cal DOJ for its review and determination. The work completed by the SFPD on the 40 recommendations were found to be substantially compliant by the Cal DOJ.

Use of Force

Of the 58 recommendations from the original assessment report, 33 recommendations were reviewed by Hillard Heintze through the end of Phase II. 23 of these recommendations have been deemed substantially compliant by the CRI team. Finding 7 identified that SFPD officers have not been trained on operational field use of the mandated 36-inch baton. The SFPD elected to rescind the policy that drove this recommendation. Therefore, as a result, the review of Recommendations 7.1 and 7.2, directed at training and policy to support the field use of the baton, are marked as no assessment. It is the opinion of Hillard Heintze that this action, the withdrawal of the policy, is supportive of the overall reform goals and is consistent with good operational practice. Cal DOJ supports the SFPD's move to rescind this policy and has found this move to be in substantial compliance with the intent of the original recommendation. Eight recommendations have been reviewed by Hillard Heintze and deemed in need of additional information. Those recommendations remain in a Request for Information (RFI) status as of the end of Phase II and are listed below according to their RFI status outlined in **Exhibit 1.** Several other recommendations have been implemented as a matter of daily operations; however, they have not been submitted by SFPD for review by the CRI team.

Appendix B Table 1.1: UOF Recommendations – Complete

Rec. Number	Recommendation Language	Notes
3.1	The Police Commission, SFPD leadership, and elected officials should work quickly and proactively to ensure that the department is ready to issue these use of force policies and procedures to all department employees immediately following the collective bargaining meet-and-confer process. The process should not be drawn out, because the goal should be immediate implementation once it has been completed.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on February 15, 2019.

Rec. Number	Recommendation Language	Notes
4.4	To facilitate the implementation of recommendation 4.3, a training bulletin describing the form, its purpose, and how to accurately complete it should accompany the form introduction. The bulletin should be implemented within 90 days of the issuance of this report.	The California Department of Justice advised on June 10, 2019 that the SFPD is substantially compliant for this recommendation at present but requires SFPD to identify and follow up with the non-compliance personnel and take appropriate mitigating action for continued non-compliance in order to remain in substantial compliance.
4.5	The SFPD should continue the manual entry of use of force data until the electronic use of force report is operational. To ensure consistency and accuracy in the data, this entry should be conducted in a single unit rather than in multiple units.	The California Department of Justice advised on February 15, 2019 that the SFPD is substantially compliant for this recommendation, assuming SFPD engagement in ongoing review and remedial action regarding deficiencies.
4.6	The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 12, 2019 and suggests that SFPD amend the missing/incomplete memo to include a space for the commanding officer to explain the type of remedial training undertaken by the commanding officer. With this addition to the memo, it will not only ensure consistency but will allow SFPD to better keep track of what type of remedial training is provided to a supervisor.
5.1	The SFPD needs to develop and train to a consistent reporting policy for use of force.	The California Department of Justice advised on April 23, 2019 that the SFPD is substantially compliant for this recommendation, assuming SFPD engagement in ongoing review and remedial action regarding deficiencies.

Rec. Number	Recommendation Language	Notes
7.3	The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in its intended field use.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.
8.1	The SFPD should immediately require supervisors to respond to events in which officers use force instruments or cause injury regardless of whether there is a complaint of injury by the individual. This will allow the department greater oversight of its use of force.	The California Department of Justice advised on April 23, 2019 that the SFPD is substantially compliant for this recommendation, assuming SFPD engagement in ongoing review and remedial action regarding deficiencies.
8.2	Supervisors should be held accountable for ensuring accurate and complete entry for all use of force data reporting.	The California Department of Justice advised on February 15, 2019 that the SFPD is substantially compliant for this recommendation, assuming SFPD engagement in ongoing review and remedial action regarding deficiencies.
9.1	The SFPD should work with the Department of Emergency Management to provide it with primary responsibility for timely notification to all stakeholders on the call-out list used immediately after an officer-involved shooting incident.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.
9.2	Until the Department of Emergency Management protocol is established, when activating the protocols for notification following an officer-involved shooting incident the Operations Center should notify representatives of IAD, the District Attorney's Office, and OCC with no lag time occurring in any of the notifications. The Operations Center log for notifications should be included as part of the investigation report case file to accurately and fully depict notifications.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 12, 2019 and suggests that SFPD consider conducting periodic audits of its own DOC files to ensure that its cover memos reflect contact with the DA's office to confirm its inclusion of the Everbridge notification log in the investigative file.
9.3	All notified responders should be required to notify the Department of Emergency Management of the time of their arrival. This will create a comprehensive permanent record of the time of notifications and responses of the units to the scene.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 24, 2019.

Rec. Number	Recommendation Language	Notes
9.4	The SFPD should explore the option for timely electronic notification to all oversight partners.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.
10.2	The SFPD should work with its accountability partners the OCC and the District Attorney's Office in officer-involved shootings to develop a formal training program in which representatives of the District Attorney's Office, SFPD Homicide Detail, and the OCC engage in regular training regarding best practices for investigating such cases. This training should be developed and implemented within 120 days of the issuance of this report.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 3, 2019.
12.1	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.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 4, 2019 and recommends that SFPD implement remedial or corrective action when deficiencies are found in its audit of CIT calls.
13.1	The practice of hosting a town hall meeting in the community shortly after the incident should continue with a focus on releasing only known facts.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on July 17, 2019 and recommends that SFPD include community outreach as part of the post-incident debrief.
14.1	The SFPD should develop an ongoing communication strategy for officer-involved shootings.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 12, 2019.

Rec. Number	Recommendation Language	Notes
14.2	The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 4, 2019.
14.3	The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on October 22, 2019.
16.1	Working with all key stakeholders and community members, the SFPD and the Police Commission should make an informed decision based on expectations, sentiment, and information from top experts in the country. (ECWs)	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 16, 2019 and provided some additional details: It should be noted, that the compliance measures themselves do not require approval of the content of the underlying DGO 5.02, and that neither the California Department of Justice nor Hillard Heintze undertook a comprehensive review of that policy. However, after conducting a limited review of this DGO, Cal DOJ has identified the four below areas within DGO 5.02 that SFPD may wish to review. Please note that this list is not exhaustive, and that as police practices surrounding the use of ECWs evolves, there may be additional policies and practices the SFPD may wish to consider in this regard before implementing this policy. Those areas we believe merit additional review follow: 1. Cal DOJ recommends addressing the gap between DGO 5.02 parts H and J. Part H

Rec. Number	Recommendation Language	Notes
		lists instances when an officer "may activate the ECW" and Part J lists scenarios when ECW use is prohibited. There are potential scenarios that fall outside of expressly permitted and prohibited use where it may be unclear if an officer is permitted to use an ECW. Cal DOJ recommends adding the word "only" to Part H to read that an officer "may activate the ECW only when a subject is [. . .]" to clarify the policy. Additionally, Cal DOJ recommends adding the words "immediate" and "imminently" in part H(1) and H(2) to read that an officer may use an ECW when a subject is "causing immediate physical injury to a person or threatening to cause immediate physical injury when there is a reasonable belief that the subject has the intent and capability of imminently carrying out the threat." 2. While SFPD prohibits officers from using ECWs on handcuffed persons, that information is not found in the "Prohibited Use" section. Cal DOJ recommends adding the prohibition in that section for ease of reference. 3. Cal DOJ recommends clarifying the language regarding vulnerable populations in Part I. For vulnerable populations, the current version of DGO 5.02 provides that officers are to limit ECW use to "circumstances where the potential benefit of using the device reasonably outweighs the risks and concerns" because of "heightened risk of adverse reaction." These risks and

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

Rec. Number	Recommendation Language	Notes
17.1	The SFPD should immediately prohibit the carotid restraint technique as a use of force option.	The California Department of Justice advised on July 25, 2019 that the SFPD is substantially compliant for this recommendation, assuming SFPD ensures periodic audits are ongoing and include reporting on carotid restraint incidents.
18.1	The SFPD needs to develop a policy for investigation standards and response for all officer use of force.	The California Department of Justice advised on April 23, 2019 that the SFPD is substantially compliant for this recommendation, assuming SFPD engagement in ongoing review and remedial action regarding deficiencies.
23.1	The SFPD should immediately implement this provision of the draft policy. (Prohibit firing at moving vehicles)	The California Department of Justice advised on July 2, 2019 that the SFPD is substantially compliant for this recommendation, and notes that the OIS 2017-2018 report contains a field indicating "Vehicle Involved Y/N." That field could be clarified to describe whether or not the OIS involved shooting at or from a moving vehicle (e.g., "OIS at or from vehicle").

Appendix B Table 1.2: UOF Recommendations – Partially Complete

Rec. Number	Recommendation Language
4.3	In the interim, the SFPD should implement the use of force report that is under development within the Early Intervention System Unit and require that it be completed for every use of force incident. The assessment team identified this report to be a good start to a robust reporting system for use of force incidents in the SFPD. The SFPD should eliminate the Use of Force Log (SFPD 128 (Rev. 03/16)).
5.2	The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.
6.2	To support policies mandated through recent Department Bulletins, as well as to ensure implementation of best practices and policies outlined in the Final Report of the President's Task Force of 21st Century Policing, the SFPD's Training and Education

Rec. Number	Recommendation Language
	Division should prepare training on the following topics at minimum: • Enhanced de-escalation • Sanctity of life • Enhanced service-oriented interactions with homeless individuals • Improved dispatch protocols for cases requiring Crisis Intervention Team response
6.3	SFPD training records should be fully automated and training data easily accessible.

Appendix B Table 1.3: UOF Recommendations – In Progress

Rec. Number	Recommendation Language
3.2	The SFPD should work with the Police Commission to obtain input from the stakeholder groups and conduct an after-action review of the meet-and-confer process to identify ways to improve input and expedite the process in the future for other policy development.
12.2	The SFPD should ensure an appropriate distribution of CIT-trained personnel across all shifts in all districts.
15.2	The SFPD should host town hall presentations to educate the public and the media on use of force and officer-involved shooting investigations and protocols.
19.3	The SFPD should ensure that all officer-involved shooting investigations are appropriately reviewed by all levels of supervision.

Appendix B Table 1.4: UOF Recommendations – Not Started

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

Appendix B Table 1.5: UOF Recommendations – No Assessment

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

| 7.2 | The SFPD must develop training on the use of the 36-inch baton for the use of interacting with individuals with edged weapons. Once developed, the training should be deployed to all officers. | The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018. |

Bias

Sixteen recommendations from the original assessment's 54 under Bias were reviewed by the end of Phase II; six recommendations have been deemed substantially compliant by the CRI team. Ten recommendations have been reviewed by Hillard Heintze and deemed in need of additional information. Those recommendations remain in a Request for Information (RFI) status as of the end of Phase II and are listed below according to their RFI status outlined in **Exhibit 1.** The DGO is a critical component of this recommendation; the Executive Sponsor Working Group is currently working on updates that will be critical to the completion of multiple additional recommendations under the Bias objective.

Appendix B Table 2.1: Bias Recommendations – Complete

Rec. Number	Recommendation Language	Notes
24.1	The SFPD should immediately implement the bias audit as recommended by the U.S. Department of Justice COPS Office on May 5, 2016 (see appendix K).	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 3, 2019 at present but requires ongoing review of the audit processes to ensure the audit is effectively screening for biased communications to remain in substantial compliance.
24.2	Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 3, 2019 at present but will need ongoing review of the audit processes to ensure the audit is effectively screening for biased communications to remain in substantial compliance.
24.3	The SFPD should immediately establish a policy and practice for ongoing audit of electronic communication devices to determine whether they are being used to communicate.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September

Rec. Number	Recommendation Language	Notes
		3, 2019 at present but will need ongoing review of the audit processes to ensure the audit is effectively screening for biased communications to remain in substantial compliance.
24.4	The SFPD should implement a policy and a Department General Order stipulating that there is no right to privacy in any use of department-owned equipment or facilities.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018.
34.3	The SFPD should consider expanding the functionality of the E-585 traffic stop incident report data collection system to include data collection for all pedestrian and nonmotorized conveyances.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on December 28, 2018 at present but requires ongoing review and data analysis to remain in substantial compliance.
35.4	The SFPD should continue participating in the White House Data Initiative and seek to expand its data collection and reporting consistent with those recommendations and the goals of the initiative.	The California Department of Justice advised that the SFPD is substantially compliant for this recommendation on September 12, 2019, and recommends that SFPD consider making changes to its website so that (1) it is clearer to the public that it participates in the PDI and (2) its PDI-related datasets are more easily accessible to the public. SFPD's continued participation in the PDI is commendable and demonstrates the Department's commitment to transparency. However, it is not readily known from SFPD's website that it participates in this initiative. In addition, we recommend that SFPD also make it clearer what type of PDI-related data it releases. As it stands now, SFPD's arrest, use of force, and stop data are all found under the "Your SFPD" tab and, from

Rec. Number	Recommendation Language	Notes
		there, in the "Published Reports" section. A lay person searching for PDI-related data on SFPD's website may find it very difficult to locate that information.

Appendix B Table 2.2: Bias Recommendations – Partially Complete

Rec. Number	Recommendation Language
24.5	The SFPD should require all members to acknowledge appropriate use standards for electronic communications. This should be a signed acknowledgement, retained in the personnel file of the member, and department personnel should receive an alert reminding them of appropriate use whenever they sign onto SFPD systems.
24.6	The SFPD should report twice a year to the Police Commission on the outcome of these audits, including the number completed, the number and types of devices audited, the findings of the audit, and the personnel outcomes where biased language or other conduct violations are discovered.
26.3	The SFPD should implement an immediate public education campaign on the policies and procedures for reporting misconduct as centered on anti-bias and the initiatives underway.
34.1	The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and nonmotorized conveyances.
37.1	The SFPD should establish policy that specifically governs when and how Field Interview cards are completed. This should be accomplished within 180 days of the issuance of this report.

Appendix B Table 2.3: Bias Recommendations – In Progress

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

34.2	The SFPD should mandate the collection of stop report data on any stop or detention of a pedestrian or person riding a nonmotorized conveyance, such as a bicycle, skateboard, or scooter. This should begin immediately and not wait until AB 953 requires such action in April 2019.

Appendix B Table 2.4: Bias Recommendations – Not Started

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

Appendix B Table 2.5: Bias Recommendations – No Assessment

Rec. Number	Recommendation Language	Notes
37.2	The SFPD needs to reassess its use, storage, and collection of Field Interview cards to ensure data retention and collection are in accord with legal requirements. Annual audit of Field Interview cards should be part of the data retention practices.	The submitted recommendation package does not represent the meaningful work the SFPD has engaged in in responding to recommendations.

Community Oriented Policing

Twenty-one recommendations (from the original assessment report's total of 60) were reviewed by Hillard Heintze through the end of Phase II. Of these, one recommendation, 43.1, has been deemed substantially compliant by the CRI team. The remaining 20 recommendations have been deemed in need of additional information and remain in a Request for Information (RFI_ status as of the end of Phase II. These are listed below according to their RFI status outlined in **Exhibit 1.** The SFPD is engaged in a lot of outreach regarding community policing and has established a commander to oversee these activities. As with other areas, however, it struggles in the documentation of the activities in support of the reform recommendations.

Appendix B Table 3.1: Community Oriented Policing Recommendations – Complete

Rec. Number	Recommendation Language	Notes
43.1	The SFPD should continue to actively support the programs aimed at community engagement, including Coffee with a Cop, the San Francisco Police Activities League, San Francisco Safety Awareness for Everyone, and The Garden Project.	The California Department of Justice advised on October 22, 2019 that the SFPD is substantially compliant with this recommendation, and recommends that SFPD consider a few improvements. Specifically, Cal DOJ recommends that SFPD keep better track of its community liaison officer meetings through
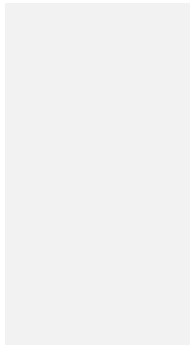
	a regular calendar invite, a designated person or rotating assignment for a person to take minutes each meeting, and typed minutes for each meeting. Making these improvements will increase accountability for tasks, assignments, and ideas that are generated through these meetings.

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

Rec. Number	Recommendation Language
40.4	The SFPD should evaluate whether implementation of foot patrol and bicycle patrol would bridge the trust gap and effectively solve crime problems in San Francisco's communities.
40.5	The SFPD should develop specific measurable goals for community policing engagement within six months of the issuance of this report and ensure these measurements are incorporated into the department's CompStat processes.
41.2	The SFPD should work with the Police Commission to draft a new community policing order that reflects the priorities, goals, and actions of the department.
42.4	The SFPD should provide information technology support to districts to help develop newsletters that are easily populated and more professional in appearance. Creating a uniform newsletter architecture and consistent format that allows for easy data and content uploading would create efficiencies and help develop a greater sense of community.
50.1	The SFPD should require all agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.

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

Rec. Number	Recommendation Language
38.2	SFPD leadership should take an active and direct role in community engagement at the neighborhood level.
39.8	The SFPD must create a five-year technology initiative roadmap to facilitate migrating current platforms to the modern state architecture. This should be completed within 12 months of the issuance of this report.
40.3	As part of its plan, the SFPD should consider the role of the beat and its place within its priorities. Prioritizing beat-aligned policing would require some realignment of dispatch priorities and directed patrol.

Rec. Number	Recommendation Language
40.7	The SFPD should develop strategic partnerships on key community issues such as homelessness and organizational transparency to work in a collaborative environment to problem solve and develop co-produced plans to address the issues.
43.2	The SFPD should expand its partnership with and further support neighborhood organizations that work to provide art, sports, educational, and leadership development opportunities for young people in the community.
44.2	The chief of police should empower the deputy chief of the Professional Standards and Principled Policing Bureau to create a strategy and plan to implement, with urgency, the Final Report of the President's Task Force on 21st Century Task Force recommendations contained in Pillar Four and the recommendations in the CRI-TA assessment.
45.1	The SFPD should expand community policing programs throughout the entire agency and ensure each unit has a written strategic plan embracing community policing and measurable goals and progress, regardless of the unit's specialty.
47.2	The department should create easy points of access for community feedback and input, such as providing "community feedback" or "talk to your captain" links on its website and social media pages.
47.3	The role of the Director of Community Engagement should be aligned with organizational communication and outreach to enhance overall messaging and community awareness of the SFPD's community policing initiatives and ongoing programs.
50.2	The SFPD should encourage supervisors and captains to continue conversations on the Final Report of the President's Task Force on 21st Century Policing through roll calls, in-service training, and community meetings.
51.1	The SFPD should provide procedural justice and explicit and implicit bias training to all department personnel including civilian staff. This training should become a permanent part of the Academy's curriculum and should be reviewed with each officer during the department's annual officer training sessions.

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

Rec. Number	Recommendation Language
46.5	The SFPD should publish and post any community survey results.

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

Rec. Number	Recommendation Language	Notes
39.6	The SFPD must conduct a gap analysis comparing	The submitted recommendation

Rec. Number	Recommendation Language	Notes
	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.	package does not support the substantial work the SFPD has done on this recommendation.
40.1	As part of the Strategic Plan (recommendation 39.1), the SFPD should develop a strategic community policing plan that identifies goals, objectives, and measurable outcomes for all units.	The submitted recommendation package does not include the Community Policing Strategic Plan.
45.2	SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.	The submitted recommendation package does not include evidence responsive to the established Compliance Measures.

Accountability

Eighteen recommendations (from the original assessment report's total of 68) were reviewed by Hillard Heintze through the end of Phase II. The passage of DGO 3.01 in August 2019 was a critical component to the SFPD's ability to process twelve of these recommendations as new submissions in Phase II. From those submissions, eight of the recommendations have been deemed substantially compliant by the CRI team. The remaining 10 recommendations are in a Request for Information (RFI) status as of the end of Phase II and are listed below according to their RFI status outlined in **Exhibit 1.** Those submissions did not have sufficient recorded support despite what appears to be the active engagement of the department. As identified, it struggles in the documentation of the activities in support of the reform recommendations.

Appendix B Table 4.1: Accountability Recommendations – Complete

Rec. Number	Recommendation Language	Notes
56.4	The SFPD should ensure that the DPA public complaint informational materials are readily available in the community and in particular prominently displayed in district stations for access by the public. These materials should be designed to educate the public about confidentiality limitations on sharing investigative information to inform residents of the type of feedback they may reasonably expect, and they should be provided in multiple languages.	The California Department of Justice advised on October 10, 2019 that the SFPD is substantially compliant with this recommendation, and recommends that SFPD post DPA's brochure about the complaint process -- or similar information explaining the complaint process -- on its website.

Rec. Number	Recommendation Language	Notes
57.2	The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.	The California Department of Justice advised that the SFPD is substantially compliant with this recommendation on October 10, 2019.
57.4	The SFPD should develop "next steps" and "know your rights" handouts for complainants who file complaints at department facilities.	The California Department of Justice advised on October 10, 2019 that the SFPD is substantially compliant with this recommendation, and recommends that SFPD post DPA's brochure about the complaint process -- or similar information explaining the complaint process -- on its website.
70.1	The SFPD should work with the Police Commission to develop a nimble process for reviewing and approving existing and new Department General Orders that supports policing operations with codified, transparent policies.	The California Department of Justice advised on October 22, 2019 that the SFPD is substantially compliant for this recommendation at present. However, in order to remain in substantial compliance, Cal DOJ recommends that SFPD find a mechanism to keep better track of the dates, tasks, and appropriate personnel for revising or amending existing DGOs. The DGO Matrix Schedule submitted by SFPD does not include the personnel assigned to lead the revision/amendment of several DGOs that are described as "in progress." Nor are there status updates every 60 days for several "in-progress" DGOs. A more robust, or regularly used Matrix Schedule, will enable SFPD to keep better track of assignments and deliverables.

Rec. Number	Recommendation Language	Notes
71.2	The SFPD should develop a general order review matrix predicated upon area of risk, operational need, and public concern to allow for timely update and review of prioritized orders.	The California Department of Justice advised on October 23, 2019 that the SFPD is substantially compliant for this recommendation, and recommends that SFPD find a mechanism to keep better track of the dates, tasks, and appropriate personnel for revising/amending existing DGOs. The DGO Matrix Schedule does not include the personnel assigned to lead the revision/amendment of several DGOs that are described as "in progress." Nor are there status updates every 60 days for several "in-progress" DGOs. A more robust, or regularly used Matrix Schedule, will enable SFPD to keep better track of assignments and deliverables.
72.1	The SFPD should present all Department Bulletins that substantively change or countermand a Department General Order to the Police Commission before implementation and publish them on their website after approval is received.	The California Department of Justice advised that the SFPD is substantially compliant with this recommendation on October 23, 2019.
72.2	All Department Class A Bulletins and any Department Bulletin that modifies an existing Department General Order should be posted on the SFPD's website.	The California Department of Justice advised on October 22, 2019 that the SFPD is substantially compliant for this recommendation, and recommends SFPD consider noting on its website that, pursuant to newly amended DGO 3.01, Department Bulletins expire after two years, so the public does not have the mistaken impression that all posted Department Bulletins are the current policy of SFPD. Cal DOJ further recommends that SFPD consider periodically removing expired Department Bulletins from its website or

Rec. Number	Recommendation Language	Notes
		updating its website to indicate when a posted Department Bulletins has expired.
72.3	The SFPD should limit the use of Department Bulletins to short-term direction and eliminate the authority to continue a Department Bulletin after two years.	The California Department of Justice advised on October 22, 2019 that the SFPD is substantially compliant with this recommendation at present. However, in order to remain in substantial compliance, SFPD will need to show at a later basis that it has a robust continual review and improvement loop, where the Written Directives Unit is indeed (1) tracking the expiration of Department Bulletins, (2) shepherding the process of incorporating expired Department Bulletins into an existing or a new DGO, where necessary, and (3) noting the reasons why an expired Department Bulletin is not incorporated into a DGO.

Appendix B Table 4.2: Accountability Recommendations – Partially Complete

Rec. Number	Recommendation Language
60.2	The SFPD and DPA should establish an investigative protocol within 120 days of the issuance of this report that allocates specific time parameters for accomplishing investigative responsibilities and transfer of cases if criminal allegations are made against SFPD officers.
73.1	The SFPD should develop a mechanism by which to track when a Department General Order or Department Bulletin has been accessed and acknowledged by a SFPD member.

Appendix B Table 4.3: Accountability Recommendations – In Progress

Rec. Number	Recommendation Language
55.1	The SFPD should expand its current reporting process on complaints, discipline, and officer-involved shootings to identify ways to create better transparency for the community regarding officer misconduct.

Rec. Number	Recommendation Language
57.3	The SFPD should ensure that all personnel are trained and educated on the public complaint process and the location for the appropriate forms.
66.1	The SFPD should meet with OCC on a quarterly basis following the release of the Sparks Report to discuss the recommendations.
66.2	The SFPD should make it mandatory for the Professional Standards and Principled Policing Bureau to review the Sparks Report and direct action where appropriate.
66.3	The SFPD should provide twice-yearly reports to the Police Commission regarding actions resulting from the Sparks Report, including whether the OCC recommendation is supported and a timeline for implementation or correction to existing practice and policy.
68.2	Supervisors and officers who fail to properly collect and enter information must be held accountable through discipline. Absent proper collection of data, little to no analysis can occur.
68.3	The SFPD should increase transparency by collecting and providing data, policies, and procedures to the public in multiple languages relevant to the local community through official SFPD website and municipal open data portals.

Appendix B Table 4.4: Accountability Recommendations – Not Started

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

Appendix B Table 4.5: Accountability Recommendations – No Assessment

Rec. Number	Recommendation Language	Notes
70.4	Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.	The submitted recommendation package does not support the substantial work the SFPD has done on this recommendation.

Recruitment, Hiring and Personnel Practices

Of the 32 recommendations from the original assessment report, 13 recommendations were reviewed by Hillard Heintze through the end of Phase II. All remain in progress and have been issued an RFI for additional information; they are listed below according to their RFI status outlined in **Exhibit 1.** This is a challenging area for the department in that it does not fully control all aspects of the recommendations in this section. The CRI team has provided technical assistance and anticipates better documentation to mark the department's progress of the reform.

Appendix B Table 5.1: Recruitment Recommendations – Complete

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

Appendix B Table 5.2: Recruitment Recommendations – Partially Complete

Rec. Number	Recommendation Language
81.1	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.
82.1	The SFPD should develop an active social media and website presence to entice qualified candidates and keep them engaged throughout the application process.
83.2	The SFPD should continuously evaluate the PAT process to ensure no unintended impact for any of the diverse candidates it seeks to hire.
84.2	The SFPD should establish a recruiting and hiring committee to continuously improve and streamline processes for applicants. The process should be as user-friendly as possible.
85.2	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.
92.1	The SFPD should require the Final Report of the President's Task Force on 21st Century Policing as reading for all promotions.
92.2	The SFPD needs to require this assessment report as reading for all promotions.
94.2	The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.

Appendix B Table 5.3: Recruitment Recommendations – In Progress

Rec. Number	Recommendation Language
81.2	The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.

84.1	The SFPD should reorganize its recruitment and hiring practices under one bureau to provide cohesion and ensure resources are strategically used toward recruiting and hiring goals.
86.2	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.
90.1	The SFPD should regularly and systematically capture and report the demographic composition of its supervisory, management, and senior leadership ranks to establish an ongoing mechanism to conduct comparative analyses against the overall workforce composition.
94.1	The SFPD should identify its data needs for personnel and human resource analysis, including organizational diversity, succession and forecasting, training records, and separation data. The collection of data should allow the agency to conduct a barrier analysis.

Appendix B Table 5.4: Recruitment Recommendations – Not Started

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

Appendix B Table 5.5: Recruitment Recommendations – No Assessment

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

APPENDIX C: COMPLIANCE MEASURES IMPLEMENTATION PROGRESS

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

CHAPTER 2 - USE OF FORCE

Finding #	1	The majority of deadly use of force incidents by SFPD involved persons of color.	Compliance Measures		Status
Rec #	1.1	The SFPD must commit to reviewing and understanding the reasons for the disparate use of deadly force. Specifically, SFPD needs to: • partner with a research institution to evaluate the circumstances that give rise to deadly force, particularly those circumstances involving persons of color; • develop and enhance relationships in those communities most impacted by deadly officer-involved shootings and monitor trends in calls for service and community complaints to ensure appropriate police interaction occurs as a matter of routine police engagement; • provide ongoing training for officers throughout the department on how to assess and engage in encounters involving conflict with a potential for use of force with a goal of minimizing the level of force needed to successfully and safely resolve such incidents.	1	Commit to reviewing and understanding the reasons for the disparate use of deadly force.	Not Yet Submitted to Hillard Heintze
			2	Partner with research institution to evaluate the circumstances that give rise to deadly force, particularly those circumstances involving persons of color.	Not Yet Submitted to Hillard Heintze
			3	Establish regular and continuous relationships with the goal of enhancing those relationships in communities most impacted by deadly officer-involved shootings.	Not Yet Submitted to Hillard Heintze
			4	Monitor calls for service and community complaints to ensure appropriate police interaction occurs as a matter of routine police engagement.	Not Yet Submitted to Hillard Heintze
			5	Provide on-going evidence-based training for officers throughout the department	Not Yet Submitted to Hillard Heintze

			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.	
		6	Continual review/improvement loop to assess goal outcomes.	Not Yet Submitted to Hillard Heintze

Finding #	2	The SFPD has closed only one deadly use of force incident investigation for the time frame 2013 to 2015.	Compliance Measures		Status
Rec #	2.1	The SFPD must work with the City and County of San Francisco to develop a process that provides for timely, transparent, and factual outcomes for officer-involved shooting incidents.	1	Work with the City and County of San Francisco to develop a process.	Not Yet Submitted to Hillard Heintze
			2	Timely, transparent and factual outcomes for OIS investigation.	Not Yet Submitted to Hillard Heintze
			3	Continual review/improvement loop to verify.	Not Yet Submitted to Hillard Heintze

Finding #	3	The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.		Compliance Measures	Status
Rec #	3.1	The Police Commission, SFPD leadership, and elected officials should work quickly and proactively to ensure that the department is ready to issue these use of force policies and procedures to all department employees immediately following the collective bargaining meet-and-confer process. The process should not be drawn out, because the goal should be immediate implementation once it has been completed.	1	Work quickly and proactively on issuance of use of force policies and procedures.	Yes
			2	Issue use of force policies and procedures to all department employees immediately after meet-and-confer process.	Yes
			3	Immediate implementation of use of force policies and procedures following issuance.	Yes
Rec #	3.2	The SFPD should work with the Police Commission to obtain input from the stakeholder groups and conduct an after-action review of the meet-and-confer process to identify ways to improve input and expedite the process in the future for other policy development.	1	Work with the Police Commission.	Yes
			2	Obtain input from all relevant stakeholder groups.	No
			3	Conduct an after-action review of the meet-and-confer process.	No
			4	Identify ways to improve input and expedite the process in the future for other policy development and implementation.	No

Finding #	4	The Use of Force Log captures insufficient information about use of force incidents.	Compliance Measures		Status
Rec #	4.1	The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.	1	Create an electronic use of force reporting system that is informed by contemporary policing best practices.	Not Yet Submitted to Hillard Heintze
			2	Capture use of force data in real time, as practical.	Not Yet Submitted to Hillard Heintze
Rec #	4.2	In developing an electronic reporting system, the SFPD must review current practice regarding reporting use of force, including reporting on level of resistance by the individual, level and escalation of control tactics used by the officer, and sequencing of the individual's resistance and control by the officer.	1	Review and align current practice regarding reporting use of force in light of contemporary policing best practices.	Not Yet Submitted to Hillard Heintze
			2	Review and align current practice on reporting level of resistance by the individual in light of contemporary policing best practices.	Not Yet Submitted to Hillard Heintze
			3	Review and align current practice on reporting escalation of control tactics used by the officer, including level of force, in light of contemporary policing best practices.	Not Yet Submitted to Hillard Heintze
			4	Review and align current practice on reporting level of force used in response to resistance, in light of contemporary policing best practice	Not Yet Submitted to Hillard Heintze
			5	Review and align current practice of reporting the sequencing of the	Not Yet Submitted to Hillard Heintze

				individual's resistance and control by the officer in light of contemporary policing best practices.	
			6	Use the review to develop an appropriate use of force reporting system concurrent with Rec #4.1, that is informed by contemporary policing best practices	Not Yet Submitted to Hillard Heintze
Rec #	4.3	In the interim, the SFPD should implement the use of force report that is under development within the Early Intervention System Unit and require that it be completed for every use of force incident. The assessment team identified this report to be a good start to a robust reporting system for use of force incidents in the SFPD. The SFPD should eliminate the Use of Force Log (SFPD 128 (Rev. 03/16)).	1	Implement EIS unit use of force report.	Yes
			2	Require completion of use of force form for every use of force incident.	Yes
			3	Eliminate the Use of Force Log [SFPD 128 (Rev. 03/16)].	No
			4	Periodic audits until automated reporting system is fully operational.	Yes
			5	Eliminate use of EIS report with the introduction of the electronic form.	No

Rec #	4.4	To facilitate the implementation of recommendation 4.3, a training bulletin describing the form, its purpose, and how to accurately complete it should accompany the form introduction. The bulletin should be implemented within 90 days of the issuance of this report.	1	Issue a training bulletin describing the use of force reporting form and its purpose.	Yes
			2	Instructions for accurate form completion included when form is issued.	Yes
			3	Training bulletin issued within 90 days of 10/12/16. (January 12, 2017).	Yes
Rec #	4.5	The SFPD should continue the manual entry of use of force data until the electronic use of force report is operational. To ensure consistency and accuracy in the data, this entry should be conducted in a single unit rather than in multiple units.	1	Continue manual entry of use of force data until electronic use of force report is operational.	Yes
			2	Use of force data entered by a single unit.	Yes
			3	Ensure consistency and accuracy in the data.	Yes
Rec #	4.6	The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.	1	Audit use of force data on a quarterly basis.	Yes
			2	Hold supervisors accountable for ongoing deficiencies with data accuracy and reporting of data.	Yes
			3	Evidence of remedial action if deficiencies are found.	Yes

Rec #	4.7	The SFPD should assign the Training and Education Division to synthesize the issues emerging from the use of force reports and create announcements for roll call on emerging trends. The announcements can include scenarios from incidents that were troubling or complicated in some way and encourage officers to discuss with one another in advance how they would communicate and approach such situations.	1	SFPD Training and Education Division report and analysis (synthesis) of the issues emerging from the quarterly use of force reports.	Not Yet Submitted to Hillard Heintze
			2	Evidence of roll-call/line-up announcements on emerging use of force trends resulting from analysis.	Not Yet Submitted to Hillard Heintze
			3	Evidence that the announcements are educational and scenario-based in a way that encourages officer to engage in discussion regarding the use of force.	Not Yet Submitted to Hillard Heintze
			4	Continual review/improvement loop to advance knowledge and information.	Not Yet Submitted to Hillard Heintze

Finding #	5	The SFPD does not consistently document the types of force used by officers.	Compliance Measures		Status
Rec #	5.1	The SFPD needs to develop and train to a consistent reporting policy for use of force.	1	Develop a policy that provides consistent use of force reporting.	Yes
			2	Ensure training is consistent with the use of force reporting policy.	Yes
			3	Audit to ensure consistent reporting of use of force incidents.	Yes
			4	Evidence of remedial measures (training, discipline etc.) if deficiencies are found.	Yes
Rec #	5.2	The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.	1	Process established for ensuring supervisors and officers properly document use of force incidents.	Yes
			2	Accountability for not properly documenting use of force incidents.	Yes
			3	Evidence of remedial action if deficiencies are found.	No

Finding #	6	The SFPD has not developed comprehensive formal training specifically related to use of force practices.	Compliance Measures		Status
Rec #	6.1	The Training and Education Division should adopt and implement a formal Learning Needs Assessment model that identifies and prioritizes training needs and should subsequently design and present them in the most effective and efficient ways possible.	1	Adopt and implement a formal Learning Needs Assessment (LNA) model as it applies to use of force.	Not Yet Submitted to Hillard Heintze
			2	Identify and prioritize training needs.	Not Yet Submitted to Hillard Heintze
			3	Design, implement, and present training priorities effectively and efficiently.	Not Yet Submitted to Hillard Heintze
			4	Continual review/improvement loop that relies upon the LNA model.	Not Yet Submitted to Hillard Heintze
Rec #	6.2	To support policies mandated through recent Department Bulletins, as well as to ensure implementation of best practices and policies outlined in the Final Report of the President's Task Force of 21st Century Policing, the SFPD's Training and Education Division should prepare training on the following topics at minimum: • Enhanced de-escalation Sanctity of life • Enhanced service-oriented interactions with homeless individuals • Improved dispatch protocols for cases requiring Crisis Intervention Team response	1	Prepare training based on enhanced de-escalation, sanctity of life, interactions with homeless individuals, and Crisis Intervention Team activities, that are based on best practices and policies as outlined in best practices in the 21st Century Policing report.	Yes
			2	Evidence of continual improvement loop e.g. feedback is collected, considered, and adjustments made when warranted).	No

Rec #	6.3	SFPD training records should be fully automated and training data easily accessible.	1	Ensure that training records fully automated.	Yes
			2	Ensure that training data easily accessible.	Yes
			3	Periodic audits of training system for accuracy of records.	No

Finding #	7	SFPD officers have not been trained on operational field use of the mandated 36" baton.	Compliance Measures		Status
Rec #	7.1	The SFPD must develop a policy on the use of the 36-inch baton for the use of interacting with individuals with edged weapons. The policy should also dictate the proper handling of the baton, and the policy should dictate when it is appropriate to use a two-hand stance and when a one-hand approach is needed.	1	Develop policy on use of 36-inch baton with individuals with edged weapons.	No Assessment – Substantially Compliant
			2	Ensure the policy effectively dictates the proper handling of the baton.	No Assessment – Substantially Compliant
			3	Ensure the policy offers sufficient and appropriate guidance on when to use a one-handed and two-handed approach.	No Assessment – Substantially Compliant
Rec #	7.2	The SFPD must develop training on the use of the 36-inch baton for the use of interacting with individuals with edged weapons. Once developed, the training should be deployed to all officers.	1	Develop effective training on use of the 36-inch baton for edged weapon interactions.	No Assessment – Substantially Compliant
			2	Deploy training to all officers.	No Assessment – Substantially Compliant
			3	Audit to ensure all officers have been trained.	No Assessment – Substantially Compliant
Rec #	7.3	The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in its intended field use.	1	The department prohibited use of the 36-inch baton until all officers were trained in its use.	Yes

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

		be developed and, when completed, should contain a section for supervisory actions relative to the incident and signature.			
			2	Electronic report contains section to memorialize supervisory action and appropriate digital acknowledgement.	Not Yet Submitted to Hillard Heintze
			3	Ongoing audit/continual improvement loop.	Not Yet Submitted to Hillard Heintze
			4	Evidence of supportive and remedial actions if deficiencies are found.	Not Yet Submitted to Hillard Heintze

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

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

Finding #	10	There is a lack of coordination and collaboration for responding to and investigating an officer-involved shooting.	Compliance Measures		Status
Rec #	10.1	The SFPD should establish a formal protocol to ensure that a representative of the Homicide Detail provides OCC and District Attorney's Office investigators a timely briefing about the facts of the case and to make arrangements for a formal walk-through or gain investigative access to the incident scene as soon as possible. The highest-ranking officer on the scene should be responsible for ensuring compliance with this recommendation.	1	SFPD establish formal protocol regarding Homicide Detail responsibility to provide OIS briefings.	Not Yet Submitted to Hillard Heintze
			2	Homicide Detail provides timely briefing to DPA and DAO.	Not Yet Submitted to Hillard Heintze
			3	Homicide Detail arrange formal walk-through or access to incident scene as soon as possible.	Not Yet Submitted to Hillard Heintze
			4	SFPD highest-ranking Homicide Detail officer on-scene responsible for ensuring that Homicide Detail is providing timely briefings.	Not Yet Submitted to Hillard Heintze
			5	Supervisory engagement and review.	Not Yet Submitted to Hillard Heintze
			6	Continual review/improvement loop.	Not Yet Submitted to Hillard Heintze

Rec #	10.2	The SFPD should work with its accountability partners the OCC and the District Attorney's Office in officer-involved shootings to develop a formal training program in which representatives of the District Attorney's Office, SFPD 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.	1	Work with DPA and DAO.	Yes
			2	Develop formal training program that includes and is informed by best practices for investigating OIS cases.	Yes
			3	Include representatives of the District Attorney's Office, SFPD Homicide Detail, and the OCC in the formal training program.	Yes
			4	Implemented within 120 days (February 12, 2017).	Yes

Finding #	11	The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.	Compliance Measures		Status
Rec #	11.1	The SFPD should update the Department General Order 3.10 – Firearm Discharge Review Board to require written evaluation of policy, training, and tactical considerations of discharge incidents, specifically identifying whether the incident was influenced by a failure of policy, training, or tactics and should include recommendations for addressing any issues identified.	1	Update DGO 3.10 to be informed by contemporary policing best practices.	Not Yet Submitted to Hillard Heintze
			2	Require written evaluation of policy, training and tactical considerations.	Not Yet Submitted to Hillard Heintze
			3	Written evaluations include the Identification of influencing factors on the incident (failure of policy, training, or tactics)	Not Yet Submitted to Hillard Heintze
			4	Determine and report recommendations for addressing any identified issues that influenced the discharge.	Not Yet Submitted to Hillard Heintze
			5	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze
			6	Ongoing review and oversight by FDRB.	Not Yet Submitted to Hillard Heintze

Rec #	11.2	The SFPD should update existing programs and develop training to address policy gaps and lessons learned. The Training and Education Division should work with the FDRB and Homicide Detail to create a presentation to inform department personnel about key issues that contribute to officer discharge incidents and to help mitigate the need for firearm discharge incidents.	1	Coordination amongst the identified groups to ensure the outcomes for this recommendation.	Not Yet Submitted to Hillard Heintze
			2	Ongoing review of discharge incidents.	Not Yet Submitted to Hillard Heintze
			3	Update of existing programs or policies, as needed	Not Yet Submitted to Hillard Heintze
			4	Develop training to address policy gaps and lessons learned when needed.	Not Yet Submitted to Hillard Heintze
			5	Evidence of presentations aimed at informing SFPD members.	Not Yet Submitted to Hillard Heintze
			6	Review to determine impact of training on OIS.	Not Yet Submitted to Hillard Heintze
Rec #	11.3	The SFPD should update the DGO to ensure that the FDRB is staffed with a Training and Education Division representative as an advisory member to ensure an appropriate focus on development of responsive training protocols.	1	Update the DGO 3.10 to be informed by contemporary policing best practices.	Not Yet Submitted to Hillard Heintze
			2	Staff FDRB with Training and Education Division member in an advisory role.	Not Yet Submitted to Hillard Heintze
			3	Evidence that a continuous review/improvement loop exists and provides training review.	Not Yet Submitted to Hillard Heintze

Rec #	11.4	Officer-involved shooting events need to be reviewed in a more timely fashion as they relate to policy, training, and procedures. The FDRB should review incidents at the conclusion of the IAD investigation rather than waiting for the district attorney's letter of declination for charging of an officer-involved shooting incident, which can take up to two years.	1	FDRB schedule review of OIS at conclusion of IA investigation.	Not Yet Submitted to Hillard Heintze
			2	FDRB schedule review is held via regular occurrences.	Not Yet Submitted to Hillard Heintze

Finding #	12	The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.	Compliance Measures		Status
Rec #	12.1	The SFPD should work with the Department of Emergency Management to ensure sound CIT protocols, namely the following: • Ensure that dispatchers are notified at the beginning of each shift which units have CIT-trained officers assigned so they are appropriately dispatched to calls for persons with mental health disabilities. • Develop protocols to ensure that mental health crisis calls for service are answered by intake personnel at the Department of Emergency Management and the information is appropriately relayed to field personnel.	1	Work with DEM on sound CIT dispatch protocols including seeking and receiving DEM input and assessing best practices.	Yes
			2	Ensure dispatcher notified of SFPD units with CIT-trained officers.	Yes
			3	Ensure calls involving persons with mental health disabilities dispatch to CIT-trained officers.	Yes
			4	Establish protocols based in best practice for DEM intake personnel handle mental health calls for service.	Yes
			5	Ensure crisis call information is appropriately relayed to field personnel.	Yes
			6	Audit to determine if protocols are followed.	Yes

Rec #	12.2	The SFPD should ensure an appropriate distribution of CIT-trained personnel across all shifts in all districts.	1	Assess staffing need for CIT by shift.	No
			2	Assign appropriate number of CIT personnel to all shifts.	Yes
			3	Periodic review/audit of staffing levels and adjust as appropriate.	No
Rec #	12.3	Newly promoted supervisors should also receive CIT training as part of their training for their new assignments.	1	Provide evidence-based CIT training to supervisors.	Not Yet Submitted to Hillard Heintze
			2	Provide documentation that the required training has been completed by all supervisors upon promotion.	Not Yet Submitted to Hillard Heintze

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

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

Rec #	14.3	The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.	1	Create or update relevant policies regarding use of social media to convey relevant and critical OIS investigative information.	Yes
			2	Use of social media to provide information.	Yes
			3	Continual review/improvement loop for adherence to policy.	Yes
			4	Evidence of supportive and remedial actions if policy not followed.	Yes

Finding #	15	The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.	Compliance Measures		Status
Rec #	15.1	The SFPD needs to create outreach materials related to educating the public and the media on use of force and officer-involved shooting investigations and protocols. These materials should be disseminated widely through the various community engagement events and district station meetings.	1	Creation of outreach materials, which includes community input, to educate the public and media.	Not Yet Submitted to Hillard Heintze
			2	Dissemination at public events, department sponsored community meetings and other external means.	Not Yet Submitted to Hillard Heintze
			3	Evidence that materials are adjusted as changes in the Department happen, or as necessary.	Not Yet Submitted to Hillard Heintze
Rec #	15.2	The SFPD should host town hall presentations to educate the public and the media on use of force and officer-involved shooting investigations and protocols.	1	Establish a protocol and procedure for SFPD-hosted town hall presentations that is inclusive of different neighborhoods and communities.	No
			2	Strategy to target the public and media.	No
			3	Topics include use of force, OIS investigations and protocols.	No
			4	Continuous improvement loop and review to ensure town halls are held consistently and achieve planned goals.	N/A

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

Finding #	17	Currently, the SFPD authorizes personnel to use the carotid restraint technique.	Compliance Measures		Status
Rec #	17.1	The SFPD should immediately prohibit the carotid restraint technique as a use of force option.	1	Revise relevant policies and procedures to Immediately prohibit carotid restraint technique as a use of force option.	Not Yet Submitted to Hillard Heintze
			2	Conduct periodic audits of use of force reporting.	Not Yet Submitted to Hillard Heintze
			3	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze

Finding #	18	The SFPD does not adequately investigate officer use of force.	Compliance Measures		Status
Rec #	18.1	The SFPD needs to develop a policy for investigation standards and response for all officer use of force.	1	Develop investigative standards.	Yes
			2	Develop response standards.	Yes
			3	Develop policy.	Yes
			4	Provide training.	Yes
			5	Audit of training records and training/continual improvement/feedback loop.	Yes
			6	Evidence of supportive and remedial action if deficiencies are found.	Yes

Rec #	18.2	The SFPD should create an on-scene checklist for use of force incidents.	1	Develop on-scene checklist created for use of force incidents.	Not Yet Submitted to Hillard Heintze
			2	Require use of checklist through policy.	Not Yet Submitted to Hillard Heintze
			3	Provide training regarding use.	Not Yet Submitted to Hillard Heintze
			4	Audit/review to ensure use of form.	Not Yet Submitted to Hillard Heintze
			5	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze
Rec #	18.3	The SFPD needs to develop a protocol for proper development and handling of officer statements.	1	Develop protocol.	Not Yet Submitted to Hillard Heintze
			2	Revise policies, procedures and training accordingly.	Not Yet Submitted to Hillard Heintze
			3	Provide training on protocol.	Not Yet Submitted to Hillard Heintze
			4	Audit adherence.	Not Yet Submitted to Hillard Heintze

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

Rec #	19.3	The SFPD should ensure that all officer-involved shooting investigations are appropriately reviewed by all levels of supervision.	1	Establish and implement policy to require review at every level.	Yes
			2	Develop policy and procedures that ensure appropriate review of officer-involved shooting investigations.	No
			3	Ensure consistent use of standards.	No
			4	Ongoing audit/review.	No

Finding #	20	The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis.	Compliance Measures		Status
Rec #	20.1	The SFPD needs to develop reliable electronic in-custody arrest data. It needs to ensure that these arrest data accurately reflect the incident number from the event, and the number should be cross-referenced on both the booking card and the use of force reporting form.	1	Establish a data protocol for arrest data.	Not Yet Submitted to Hillard Heintze
			2	Develop training on the capture and recording of arrest data.	Not Yet Submitted to Hillard Heintze
			3	Assign responsibility for review of sufficiency of data on both the booking card and use of force form.	Not Yet Submitted to Hillard Heintze
			4	Audit the data at regular monthly intervals.	Not Yet Submitted to Hillard Heintze
			5	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze
Rec #	20.2	The SFPD needs to audit arrest data and use of force data monthly to ensure proper recording of use of force incidents related to arrest incidents. An audit of these data should occur immediately upon publication of this report and monthly thereafter.	1	Audit concluded in 2016.	Not Yet Submitted to Hillard Heintze
			2	Establish policy requiring monthly audit of arrest and use of force data.	Not Yet Submitted to Hillard Heintze
			3	Audit the data at regular monthly intervals.	Not Yet Submitted to Hillard Heintze
			4	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze

Rec #	20.3	The SFPD needs to advocate for better coordination with the San Francisco Sheriff's Department to ensure that the recording of SFPD arrest data is accurate and corresponds with SFPD incident report and arrest data.	1	Establish a point of contact to coordinate with Sheriff's Department.	Not Yet Submitted to Hillard Heintze
			2	Establish policy requiring quarterly/bi-annually audit of arrest and use of force data for SFPD data against that reported by the Sheriff.	Not Yet Submitted to Hillard Heintze
			3	Audit the data at regular quarterly/bi-annually intervals.	Not Yet Submitted to Hillard Heintze
			4	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze
Rec #	20.4	The SFPD should identify a research partner to further refine its use of force data collection and to explore the data findings of this report to identify appropriate data for measurement and to determine causal factors.	1	Identify research partner to refine use of force data collection.	Not Yet Submitted to Hillard Heintze
			2	Identify appropriate data for measurement.	Not Yet Submitted to Hillard Heintze
			3	Ensure collection of data factors identified.	Not Yet Submitted to Hillard Heintze
			4	Engage in research to determine causal factors of use of force.	Not Yet Submitted to Hillard Heintze

Finding #	21	Community members' race or ethnicity was not significantly associated with the severity of force used or injury arising from an officer's use of force.	Compliance Measures		Status
Rec #	21.1	The SFPD should continue to collect and analyze use of force data to identify patterns and trends over time consistent with recommendations in finding 20.	1	Work with research partner to develop a plan to establish the initial collection standards and then engaging in collection and analysis use of force data.	Not Yet Submitted to Hillard Heintze
			2	Focus on identifying patterns.	Not Yet Submitted to Hillard Heintze
			3	Address issues identified.	Not Yet Submitted to Hillard Heintze
			4	Audit to ensure data collection compliance.	Not Yet Submitted to Hillard Heintze
			5	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze

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

Finding #	23	The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.	Compliance Measures		Status
Rec #	23.1	The SFPD should immediately implement this provision of the draft policy. (Prohibit firing at moving vehicles)	1	Prohibit firing at moving vehicles.	Yes
			2	Implement prohibition immediately.	Yes
			3	Audit compliance.	Yes
			4	Evidence of remedial action if deficiencies are found.	Yes
Rec #	23.2	The FDRB should be tasked with review of all prior officer-involved shooting and discharge incidents in which firearms are discharged at a moving vehicle to • evaluate and identify commonalities with recommendations for policy and training as a result of the review; • oversee training and policy development aimed at eliminating the need for such actions; • report to the Police Commission about the outcomes of the review and the actions taken to overcome those situations that contribute to such incidents.	1	FDRB review all OIS and discharge incidents involving moving vehicles.	Not Yet Submitted to Hillard Heintze
			2	Identify and evaluate commonalities.	Not Yet Submitted to Hillard Heintze
			3	Develop recommendations for policy and training as a result of review.	Not Yet Submitted to Hillard Heintze
			4	Oversee policy and training development responsive to issues identified.	Not Yet Submitted to Hillard Heintze
			5	Report to Police Commission.	Not Yet Submitted to Hillard Heintze
			6	Inclusion of a continual review/improvement loop of	Not Yet Submitted to Hillard Heintze

			development process and adherence to policy.	
		7	Evidence of supportive and remedial actions/outcomes.	Not Yet Submitted to Hillard Heintze

CHAPTER 3 - BIAS					
Finding #	**24**	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.**	**Compliance Measures**		**Status**
Rec #	24.1	The SFPD should immediately implement the bias audit as recommended by the U.S. Department of Justice COPS Office on May 5, 2016 (see appendix K).	1	Immediate implementation of bias audit of department-issued emails.	Yes
			2	Immediate implementation of bias audit of department communications on mobile data terminals.	Yes
			3	Immediate implementation of bias audit of text messages on department-issued phones.	Yes
			4	Audit occurred.	Yes
Rec #	24.2	Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.	1	Complete bias audit.	Yes
			2	Present findings to Police Commission.	Yes

Rec #	24.3	The SFPD should immediately establish a policy and practice for ongoing audit of electronic communication devices to determine whether they are being used to communicate bias.	1	Immediate establishment of policy for audits of electronic communication devices.	Yes
			2	Established practice for ongoing audits of electronic communication devices including audit plan and process.	Yes
			3	Evidence of audit of potential bias.	Yes
			4	Evidence of supportive and remedial action if deficiencies are found.	Yes
Rec #	24.4	The SFPD should implement a policy and a Department General Order stipulating that there is no right to privacy in any use of department-owned equipment or facilities.	1	Issue or revise and Department General Order regarding privacy rights that states there is no privacy in use of department owned equipment, systems, or facilities.	Yes
Rec #	24.5	The SFPD should require all members to acknowledge appropriate use standards for electronic communications. This should be a signed acknowledgement, retained in the personnel file of the member, and department personnel should receive an alert reminding them of appropriate use whenever they sign onto SFPD systems.	1	Establish policy regarding appropriate use standards for electronic communications.	Yes
			2	Require signature of all employees and retained in personnel file.	Yes
			3	Evidence of ongoing review and audit.	No
			4	Evidence of supportive and remedial action if deficiencies are found.	No

Rec #	24.6	The SFPD should report twice a year to the Police Commission on the outcome of these audits, including the number completed, the number and types of devices audited, the findings of the audit, and the personnel outcomes where biased language or other conduct violations are discovered.	1	Policy to report bias outcomes twice yearly to PC.	Yes
			2	Audit report to include Number of audits Number and types of devices audited Findings of audit Personnel outcomes if/when violations are discovered.	No
			3	Evidence of ongoing review and audit	Yes
			4	Evidence of supportive and remedial action if deficiencies are found	Yes

Finding #	25	The SFPD's General Orders prohibiting biased policing, discrimination, harassment, and retaliation are outdated and do not reflect current practices surrounding these key areas.	Compliance Measures		Status
Rec #	25.1	The SFPD should immediately update Department General Order 5.17 – Policy Prohibiting Biased Policing (effective May 4, 2011) and Department General Order 11.07 – Discrimination and Harassment (effective May 6, 2009) to reflect its current initiatives and align with best practices.	1	Immediately update of DGO 5.17 - Prohibiting Biased Policing.	Not Yet Submitted to Hillard Heintze
			2	Immediately update of DGO 11.07 – Discrimination and Harassment.	Not Yet Submitted to Hillard Heintze
			3	Aligned with best practices.	Not Yet Submitted to Hillard Heintze
			4	Update reflected in current department initiatives.	Not Yet Submitted to Hillard Heintze
			5	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze

Rec #	25.2	Upon meeting recommendation 25.1, SFPD leadership should release a roll-call video explaining the Department General Orders and reinforcing that a bias-free department is a priority.	1	Upon completion of Recommendation 25.1, create and release a roll-call video that clearly explains the updated DGO 5.17 - Prohibiting Biased Policing. Video must include messaging that having a bias-free department is a priority.	Not Yet Submitted to Hillard Heintze
			2	Create and release roll-call video that clearly explains the updated DGO 11.07 - Discrimination and Harassment. Video must include messaging that having a bias-free department is a priority.	Not Yet Submitted to Hillard Heintze
Rec #	25.3	The SFPD should develop and publish a comprehensive strategy to address bias. The strategy should create a framework for the SFPD to • be informed by the preliminary action planning that was initiated during the command-level training in Fair and Impartial Policing, which addressed policy, recruitment, and hiring; training; leadership, supervision, and accountability; operations; measurement; and outreach to diverse communities; • update policies prohibiting biased policing to include specific discipline outcomes for failure to follow policy; continue to expand recruitment and hiring from diverse communities (see recommendation 84.2); • partner with the communities and stakeholders in San Francisco on anti-bias outreach (see recommendation 26.1); • improve data collection and analysis to facilitate greater	1	Develop, in consultation with the relevant stakeholders, a comprehensive strategy to address bias.	Not Yet Submitted to Hillard Heintze
			2	Evidence that strategy created framework for SFPD to • be informed by the preliminary action planning which addressed policy, recruitment, and hiring; training; leadership, supervision, and accountability; operations; measurement; and outreach to diverse communities; • update policies prohibiting biased policing to include specific discipline outcomes for failure to follow policy; • continue to expand recruitment	Not Yet Submitted to Hillard Heintze

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.	and hiring from diverse communities (see recommendation 84.2); • partner with the communities and stakeholders in San Francisco on anti-bias outreach (see recommendation 26.1); • improve data collection and analysis to facilitate greater knowledge and transparency around policing practices in the SFPD; • expand its focus on initiatives relating to anti-bias and fully implement existing programs as part of the overall bias strategy, including the existing Not on My Watch program aimed at engaging officers and the community on addressing issues of bias.		
	3	Strategy was published internally and externally.	Not Yet Submitted to Hillard Heintze

Rec #	25.4	As part of its overall strategy, the SFPD should assess its needs for anti-bias programs across the organization, such as gender bias in sexual assault investigations.	1	Completed assessment of needs for anti-bias programs.	Not Yet Submitted to Hillard Heintze
			2	Identified strategy to address the need.	Not Yet Submitted to Hillard Heintze
			3	Training and policy implementation, as required through identified needs of the assessment.	Not Yet Submitted to Hillard Heintze
			4	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze

Finding #	26	There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.		Compliance Measures	Status
Rec #	26.1	The Chief's Advisory Forum should be re-invigorated and allow for diverse communities to have meaningful input into bias training, policies, and the SFPD's other anti-bias programming. The chief should ensure that marginalized communities are given a meaningful opportunity to be a part of the Advisory Forum.	1	Reinvigorate Chief's Advisory Forum.	Not Yet Submitted to Hillard Heintze
			2	Provide diverse communities with meaningful input on bias training policy other anti-bias programs.	Not Yet Submitted to Hillard Heintze
			3	Ensure that a broad coalition of community members are identified so that marginalized communities have an opportunity for meaningful involvement.	Not Yet Submitted to Hillard Heintze
			4	Evidence of supportive and remedial action if participation goals not met.	Not Yet Submitted to Hillard Heintze

Rec #	26.2	The SFPD should more clearly describe its anti-bias policies and practices for reporting police misconduct and its commitment to ensuring that policing in San Francisco will be bias-free.	1	Clear communication of anti-bias policies and practices for reporting police misconduct.	Not Yet Submitted to Hillard Heintze
			2	Clear communication of commitment to anti-bias policing in San Francisco.	Not Yet Submitted to Hillard Heintze
			3	Evidence of sufficient dissemination of policies and practices directed at ensuring a bias-free policing commitment.	Not Yet Submitted to Hillard Heintze
Rec #	26.3	The SFPD should implement an immediate public education campaign on the policies and procedures for reporting misconduct as centered on anti-bias and the initiatives underway.	1	Immediate implementation of a public education campaign.	Yes
			2	Publicize via multiple media the procedures for reporting bias misconduct.	Yes
			3	Publicize via multiple media the SFPD's initiatives for bias-free policing.	Yes
			4	Ongoing evaluation loop and audit.	No

Rec #	26.4	The SFPD should work with the Police Commission to convene a community focus group to obtain input on the policies and practices as they are being developed.	1	Partner with Police Commission to convene community focus group(s).	Not Yet Submitted to Hillard Heintze
			2	Obtain input on policies and practices during policy development.	Not Yet Submitted to Hillard Heintze
			3	Establish ongoing evaluation and audit loop that input from community is considered.	Not Yet Submitted to Hillard Heintze

Finding #	27	The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.	Compliance Measures		Status
Rec #	27.1	The SFPD should develop a training plan based on a training needs assessment specific to the delivery of anti-bias training as part of an ongoing strategic approach to addressing bias in the SFPD.	1	Conduct needs assessment for delivery of anti-bias training.	Not Yet Submitted to Hillard Heintze
			2	Plan ongoing strategic approach to addressing bias.	Not Yet Submitted to Hillard Heintze
			3	Develop and implement a bias training plan based on the needs assessment.	Not Yet Submitted to Hillard Heintze
			4	Establish process for evaluation or audit.	Not Yet Submitted to Hillard Heintze

Rec #	27.2	The SFPD should begin anti-bias and cultural competency training of department members immediately and should not await the outcome of the training needs assessment. All officers should complete implicit bias training and cultural competency training, which should include the following topics: • 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.	1	Immediately began anti-bias and cultural competency training that includes • 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.	Not Yet Submitted to Hillard Heintze
			2	Policy that requires all officers to complete implicit bias and cultural competency training.	Not Yet Submitted to Hillard Heintze
			3	Evidence of training review and effectiveness.	Not Yet Submitted to Hillard Heintze

			4	Evidence of supportive and remedial action if deficiencies are found – including failure to attend training.	Not Yet Submitted to Hillard Heintze
Rec #	27.3	Training addressing explicit and implicit biases should employ teaching methodologies that implement interactive adult learning concepts rather than straight lecture-based training delivery.	1	Develop training with expert input on addressing explicit and implicit biases that uses adult teaching methodologies.	Not Yet Submitted to Hillard Heintze
			2	Training uses interactive adult learning concepts.	Not Yet Submitted to Hillard Heintze
			3	Training delivery not solely lecture based.	Not Yet Submitted to Hillard Heintze
			4	Continuous improvement loop.	Not Yet Submitted to Hillard Heintze

Rec #	27.4	To ensure first-line supervisors understand the key role they play in addressing bias, supervisor training should include coaching, mentoring, and direct engagement with problem officers.	1	Conduct training for first-line supervisors.	Not Yet Submitted to Hillard Heintze
			2	Focus on ensuring they understand their role in addressing bias.	Not Yet Submitted to Hillard Heintze
			3	Training covers: • coaching • mentoring • direct engagement with problem officers	Not Yet Submitted to Hillard Heintze
			4	Evidence of review loop.	Not Yet Submitted to Hillard Heintze
Rec #	27.5	All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report.	1	Training compliance for all officers within 18 months.	Not Yet Submitted to Hillard Heintze
			2	Training compliance for all supervisors within 18 months.	Not Yet Submitted to Hillard Heintze
			3	Audit to ensure that training was completed within 18 months – by 4/12/18.	Not Yet Submitted to Hillard Heintze
			4	Evidence of supportive and remedial action if deficiencies are found – including failure to attend training.	Not Yet Submitted to Hillard Heintze

Rec #	27.6	The SFPD should measure the efficacy of such training through careful data collection and analysis practices, ideally in partnership with an academic researcher.	1	Partner with an academic researcher	Not Yet Submitted to Hillard Heintze
			2	Evidence of continued good data collection and analysis practices.	Not Yet Submitted to Hillard Heintze
			3	Evaluate success of bias training.	Not Yet Submitted to Hillard Heintze
Rec #	27.7	The SFPD should implement Force Options Training in a manner that reduces the impact of demographics on split-second use of force decisions and should ensure that in-service officers receive this training at least annually.	1	Develop training curriculum designed to reduce the impact of demographics on split-second use of force decisions.	Not Yet Submitted to Hillard Heintze
			2	Implement force options training.	Not Yet Submitted to Hillard Heintze
			3	Provide annual training to all officers.	Not Yet Submitted to Hillard Heintze
			4	Evidence of training review.	Not Yet Submitted to Hillard Heintze
			5	Ongoing assessment of impact on the relationship between use of force and demographics.	Not Yet Submitted to Hillard Heintze
			6	Evidence of supportive and remedial action if deficiencies are found – including failure to attend training.	Not Yet Submitted to Hillard Heintze

Finding #	28	The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.	Compliance Measure		Status
Rec #	28.1	The SFPD should investigate complaints of bias transparently and openly and recognize its potential impact upon the larger group of officers who do not hold such views and upon the affected communities of San Francisco. To address these concerns, the department should • identify specific roles and responsibilities for supervision of officers regarding biased behavior; • analyze E-585 traffic stop incident report data and enforcement actions with a lens for possible bias or disparate treatment and require supervisors to review these analyses; • identify intervention mechanisms beyond discipline to deal with potentially biased behaviors.	1	Establish and publicize transparent process for investigation of bias complaints.	Not Yet Submitted to Hillard Heintze
			2	Train and institutionalize policies and practices that recognize impact of bias on other officers.	Not Yet Submitted to Hillard Heintze
			3	Train and institutionalize policies and practices that recognize impact of bias on the affected communities.	Not Yet Submitted to Hillard Heintze
			4	Identify specific roles and responsibilities for supervision of officers regarding biased behavior.	Not Yet Submitted to Hillard Heintze
			5	Require supervisors to analyze stop data and enforcement actions for possible bias behavior or disparate treatment.	Not Yet Submitted to Hillard Heintze
			6	Identify corrective intervention beyond discipline to address possible bias behaviors.	Not Yet Submitted to Hillard Heintze
			7	Evidence of continual review/improvement loop.	Not Yet Submitted to Hillard Heintze

Rec #	28.2	The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.	1	Provide command awareness and sufficient knowledge regarding bias in policing and the community perspective.	Not Yet Submitted to Hillard Heintze
			2	Task command staff with engaging internally on the issue of bias.	Not Yet Submitted to Hillard Heintze
			3	Task command staff with engaging externally on the issue of bias.	Not Yet Submitted to Hillard Heintze
			4	Evidence of supportive and remedial action if deficiencies are found based upon the communications.	Not Yet Submitted to Hillard Heintze
Rec #	28.3	The SFPD should establish routine, ongoing roll-call training requirements for supervisors on key leadership issues, including their role in promoting fair and impartial policing.	1	Develop scheduled, on-going roll-call training requirements for supervisors.	Not Yet Submitted to Hillard Heintze
			2	Ensure the training addresses key leadership issues and the role of supervisors in promoting fair and impartial policing.	Not Yet Submitted to Hillard Heintze
			3	Evidence of scheduled, ongoing roll call training on fair and impartial policing.	Not Yet Submitted to Hillard Heintze
			4	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze

Rec #	28.4	The SFPD needs to engage in early identification of and intervention in behaviors that are indicative of bias through direct supervision, data review, and observation of officer activity.	1	Policy and process to enable early identification of and intervention in bias-based behaviors.	Not Yet Submitted to Hillard Heintze
			2	Identify indicators of bias to allow intervention.	Not Yet Submitted to Hillard Heintze
			3	Routine review of data to measure potential bias-based-behavior.	Not Yet Submitted to Hillard Heintze
			4	Evidence of interventions when bias-based behavior is identified.	Not Yet Submitted to Hillard Heintze
			5	Ongoing evaluation loop and audit.	Not Yet Submitted to Hillard Heintze
Rec #	28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	1	Train supervisors on recognizing bias behaviors.	Not Yet Submitted to Hillard Heintze
			2	Establish intervention protocols for indicating bias-based behaviors to support supervisory intervention.	Not Yet Submitted to Hillard Heintze
			3	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze
			4	Ongoing evaluation loop and audit.	Not Yet Submitted to Hillard Heintze

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

Finding #	29	Allegations of biased policing by community members have not been sustained against an officer in more than three years.	Compliance Measures		Status
Rec #	29.1	The SFPD and OCC should establish shared protocols for investigating bias that do not rely solely on witness statements, given that bias incidents are often reported as one-on-one occurrences.	1	SFPD and DPA establish shared protocols for investigating bias.	Not Yet Submitted to Hillard Heintze
			2	Protocols avoid sole reliance on witness statements.	Not Yet Submitted to Hillard Heintze
			3	Evidence of investigation of one-on-one complaints.	Not Yet Submitted to Hillard Heintze
Rec #	29.2	The SFPD should ensure that supervisors are trained on bias investigations, including all of the following: - How to identify biased police practices when reviewing investigatory stop, arrest, and use of force data - How to respond to a complaint of biased police practices, including conducting a preliminary investigation of the complaint in order to preserve key evidence and potential witnesses - How to evaluate complaints of improper pedestrian stops for potential biased police practices.	1	Develop training that is informed by best practices and includes: - How to identify bias when reviewing investigatory stop, arrest, and use of force data. - How to respond to a complaint of bias practices. - How to conduct a preliminary investigation to preserve key evidence and witnesses. - How to evaluate complaints of improper pedestrian stops for bias practices.	Not Yet Submitted to Hillard Heintze
			2	Train all supervisors on bias investigations.	Not Yet Submitted to Hillard Heintze

			3	Establish evaluation or audit loop to assess efficacy of training.	Not Yet Submitted to Hillard Heintze
Rec #	29.3	The SFPD should work with the City and County of San Francisco to ensure quality bias investigation training to all oversight investigators.	1	SFPD should collaborate with City and County of San Francisco.	Not Yet Submitted to Hillard Heintze
			2	Develop and/or ensure delivery of quality bias investigation training.	Not Yet Submitted to Hillard Heintze
			3	Engage in training with all oversight investigators.	Not Yet Submitted to Hillard Heintze
Rec #	29.4	SFPD leadership should explore the options for alternate dispute resolutions regarding bias complaints, including mediation.	1	Evidence of review of alternate dispute resolutions for bias complaints.	Not Yet Submitted to Hillard Heintze
			2	Evidence of the decision and any actions that resulted.	Not Yet Submitted to Hillard Heintze

Finding #	30	The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.	Compliance Measures		Status
Rec #	30.1	The SFPD should develop a plan to conduct further review and analysis of traffic stop data to identify the reasons and potential solutions for the traffic stop data disparities. The plan should be developed within 180 days of the issuance of this report.	1	Evidence of a plan to review and analyze traffic stop data.	Not Yet Submitted to Hillard Heintze
			2	Review and analyses seek to identify reasons for disparities.	Not Yet Submitted to Hillard Heintze
			3	Review and analysis seek to identify solutions for stop disparities.	Not Yet Submitted to Hillard Heintze
			4	Plan developed by April 12, 2017.	Not Yet Submitted to Hillard Heintze
Rec #	30.2	Upon completion of recommendation 30.1, the SFPD should implement the plan to review and analyze traffic stop data to identify the reasons and potential solutions for the traffic stop data disparities.	1	Implement the plan from Recommendation 30.1.	Not Yet Submitted to Hillard Heintze
			2	Implement plan to review and analyze data.	Not Yet Submitted to Hillard Heintze
			3	Identify reasons for disparities.	Not Yet Submitted to Hillard Heintze
			4	Identify and implement potential solutions.	Not Yet Submitted to Hillard Heintze
			5	Establish evaluation or audit loop to evaluate efficacy of plan.	Not Yet Submitted to Hillard Heintze

Rec #	30.3	The SFPD should provide supervisors with the results of timely data analyses regarding the E-585 traffic stop incident report activity of their officers that allow them to identify and proactively intervene when outlier officers are identified.	1	Provide timely traffic stop data analysis to supervisors.	Not Yet Submitted to Hillard Heintze
			2	Data analysis includes all officers under their supervision.	Not Yet Submitted to Hillard Heintze
			3	Data identifies outlier officers.	Not Yet Submitted to Hillard Heintze
			4	Evidence of proactive supervisory intervention with outlier officers.	Not Yet Submitted to Hillard Heintze
			5	Evidence of supportive and remedial actions if deficiencies are found.	Not Yet Submitted to Hillard Heintze
			6.	Evidence of ongoing review of stop data at supervisorial level.	Not Yet Submitted to Hillard Heintze
Rec #	30.4	Until the data are electronic, supervisors should be provided with monthly paper reports regarding the E-585 traffic stop incident report activity of officers under their command.	1	Provide monthly paper traffic stop reports to supervisors.	Not Yet Submitted to Hillard Heintze
			2	Report includes data for officers under their supervision.	Not Yet Submitted to Hillard Heintze
			3	Evidence paper reports are provided until data reports are available electronically.	Not Yet Submitted to Hillard Heintze
			4	Evidence of audit or review loop.	Not Yet Submitted to Hillard Heintze

Rec #	30.5	SFPD supervisors must be trained (pursuant to recommendation 27.1) to review and assess E-585 traffic stop incident report data for disparate outcomes, particularly in relation to peer groups within the unit.	1	Develop training and train supervisors to review stop data for potential bias and disparate outcomes	Not Yet Submitted to Hillard Heintze
			2	Train supervisors how to recognize disparate outcomes in relation to unit peers.	Not Yet Submitted to Hillard Heintze
			3	Review/improvement loop of training.	Not Yet Submitted to Hillard Heintze
			4	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze
Rec#	30.6	The SFPD should implement the data collection recommendations regarding improving traffic stop data provided in Appendix F. The timing of the implementation needs to be identified in the technology plan.	1	Establish a data collection plan consistent with Appendix F of original report and timeline for implementation.	Not Yet Submitted to Hillard Heintze
			2	Create or update relevant policies regarding the collection of data by officers based on best practices.	Not Yet Submitted to Hillard Heintze
			3	Evidence of review of the requirements to support this recommendation.	Not Yet Submitted to Hillard Heintze
			4	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze

Finding #	31	African-American and Hispanic drivers were disproportionately searched and arrested compared to White drivers. In addition, African-American drivers were more likely to be warned and less likely to be ticketed than White drivers.	Compliance Measures		Status
Rec #	31.1	The SFPD needs to analyze the data and look for trends and patterns over time to reduce the racial and ethnic disparities in post-stop outcomes.	1	Evidence of analysis of traffic stop data for trends/patterns over time.	Not Yet Submitted to Hillard Heintze
			2	Identification of racial and ethnic disparities in post-stop outcomes.	Not Yet Submitted to Hillard Heintze
			3	Plan to reduce disparities in post-stop outcomes.	Not Yet Submitted to Hillard Heintze
			4	Establish evaluation or audit loop.	Not Yet Submitted to Hillard Heintze

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

Finding #	33	The current E-585 traffic stop incident report does not collect sufficient or appropriate information to allow for a robust analysis of possible bias by SFPD officers.	Compliance Measures		Status
Rec #	33.1	The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data.	1	Develop a data collection plan consistent with recommendations in Appendix F.	Yes
			2	Ensure ongoing review and analysis of data to ensure sufficiency and accuracy of data collected.	No
			3	Train officers and supervisors on data collection responsibilities, including how to collect and accurately report data.	Yes
			4	Evidence of ongoing review/continual improvement loop.	No
			5	Evidence of supportive and remedial action if deficiencies are found.	No

Finding #	34	The SFPD does not routinely collect or analyze data on stops involving pedestrian and non-motorized conveyances.	Compliance Measures		Status
Rec #	34.1	The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and non-motorized conveyances.	1	Establish a data collection plan to prioritize data collection for all reportable stops in keeping with AB 953 requirements.	Yes
			2	Train officers and supervisors on data collection responsibilities.	Yes
			3	Evidence of ongoing review/continual improvement loop.	No
			4	Evidence of supportive and remedial action if deficiencies are found.	N/A
Rec #	34.2	The SFPD should mandate the collection of stop report data on any stop or detention of a pedestrian or person riding a non-motorized conveyance, such as a bicycle, skateboard, or scooter. This should begin immediately and not wait until AB 953 requires such action in April 2019.	1	Establish or update policy to mandate the collection of stop data for non-motorized conveyances.	Yes
			2	Evidence of ongoing review and analysis of data to ensure sufficiency and accuracy of data collected.	No
			3	Evidence of ongoing review/continual improvement loop.	No
			4	Evidence of supportive and remedial action if deficiencies are found.	No

Rec #	34.3	The SFPD should consider expanding the functionality of the E-585 traffic stop incident report data collection system to include data collection for all pedestrian and non-motorized conveyances.	1	Complete the data collection plans for pedestrian and non-motorized conveyances.	Yes
			2	Review use of E-585 to facilitate the collection and document the decisions.	Yes
			3	If used, ensure ongoing review and analysis of data to ensure sufficiency and accuracy of data collected.	Yes

Finding #	35	The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.	Compliance Measures		Status
Rec #	35.1	The SFPD should adopt new policies and procedures for collecting traffic and pedestrian stop data, public complaints, and enforcement actions. Information for these events should be recorded accurately.	1	Establish policy for collecting accurate traffic and pedestrian stop data.	Not Yet Submitted to Hillard Heintze
			2	Establish policy and procedure that is informed by best practices for collecting public complaints data.	Not Yet Submitted to Hillard Heintze
			3	Establish policy and procedure that is informed by best practices for collecting data on enforcement actions.	Not Yet Submitted to Hillard Heintze
			4	Evidence of continual audit/review/improvement loop.	Not Yet Submitted to Hillard Heintze
			5	Evidence of remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze

Rec #	35.2	The SFPD should analyze its existing technology capacity and develop a strategic plan for how data are identified, collected, and used to advance sound management practices.	1	Evidence of review of technology capacity.	Not Yet Submitted to Hillard Heintze
			2	Develop strategic plan that details how stop data is • identified • collected	Not Yet Submitted to Hillard Heintze
			3	Establish and implement plan to advance sound management practices.	Not Yet Submitted to Hillard Heintze
Rec #	35.3	SFPD leadership should make a concerted effort to focus on data collection and to create systems and analysis protocols that will inform supervisors where incidents of potential bias or disparate treatment occur or where patterns in officer behavior exist that warrant further examination or monitoring.	1	Evidence supporting leadership focus on data collection.	Not Yet Submitted to Hillard Heintze
			2	Creation of systems and analysis protocols that inform supervisors where potential bias or disparate treatment occur.	Not Yet Submitted to Hillard Heintze
			3	Systems and analysis protocols that identify officer behavior patterns that require review.	Not Yet Submitted to Hillard Heintze
			4	Establish audit/review/improvement loop.	Not Yet Submitted to Hillard Heintze
			5	Evidence of supportive and remedial actions if deficiencies are found.	Not Yet Submitted to Hillard Heintze

Rec #	35.4	The SFPD should continue participating in the White House Data Initiative and seek to expand its data collection and reporting consistent with those recommendations and the goals of the initiative.	1	Confirm continued participation in the White House Data Initiative (now known as the Police Data Initiative).	Yes
			2	Identify a data reporting strategy and timeline, including expanded data collection and reporting.	Yes
			3	Ensure ongoing review and analysis of data to ensure sufficiency and accuracy of data collected.	Yes

Finding #	36	The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.	Compliance Measures		Status
Rec #	36.1	The SFPD should develop an audit practice to evaluate the impact on the department of the implementation of new training programs.	1	Develop audit practice to evaluate impact of new training initiatives.	Not Yet Submitted to Hillard Heintze
			2	Conduct audit of new training programs.	Not Yet Submitted to Hillard Heintze
			3	Identify training gaps or strengths.	Not Yet Submitted to Hillard Heintze
			4	Remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze
Rec #	36.2	The SFPD should incorporate ongoing review and audit of anti-bias programs into a quarterly report that includes promising practices and lessons learned.	1	Review/audit anti-bias programs.	Not Yet Submitted to Hillard Heintze
			2	Review on an ongoing basis.	Not Yet Submitted to Hillard Heintze
			3	Results incorporated into quarterly report.	Not Yet Submitted to Hillard Heintze
			4	Report includes promising practices, lessons learned, and plans for change based upon findings.	Not Yet Submitted to Hillard Heintze

Rec #	36.3	The SFPD should review all of its policies, procedures, manuals, training curricula, forms, and other materials to eliminate the use of archaic or biased language. For example, the SFPD should review the use of the word "citizen" in policies and forms, such as the Citizen Complaint Form (SFPD/OCC 293). This assessment should be completed within 120 days of the issuance of this report.	1	Develop a plan for review of all SFPD documents to identify and remove archaic and biased language. This should include the specific terms to be removed.	Not Yet Submitted to Hillard Heintze
			2	Develop the timeline and action plan.	Not Yet Submitted to Hillard Heintze
			3	Conduct assessment/review all policies and supporting documents for the use of biased language.	Not Yet Submitted to Hillard Heintze
			4	Confirm removal of language has occurred.	Not Yet Submitted to Hillard Heintze

Finding #	37	The policy for the use of Field Interview cards fails to outline sufficient guidance on when they should be completed.	Compliance Measures		Status
Rec #	37.1	The SFPD should establish policy that specifically governs when and how Field Interview cards are completed. This should be accomplished within 180 days of the issuance of this report.	1	Develop and establish a Field Interview Card policy that provides sufficient guidance on when and how SFPD members should complete them.	Yes
			2	Develop and provide training on new policy.	Yes
			3	Evidence of ongoing review/continual improvement loop.	No
			4	Evidence of supportive and remedial action if deficiencies are found.	No

Rec #	37.2	The SFPD needs to reassess its use, storage, and collection of Field Interview cards to ensure data retention and collection are in accord with legal requirements. Annual audit of Field Interview cards should be part of the data retention practices.	1	Conduct an assessment of use, storage and collection practices regarding Field Interview Cards.	No
			2	Develop a policy addressing use, collection, and storage that addresses any key issues identified in the assessment and that comports with legal requirements.	No
			3	Implement compliant use, collection and storage practices.	No
			4	Evidence of ongoing review/continual improvement loop.	No
			5	Evidence of supportive and remedial action if deficiencies are found.	No

CHAPTER 4 – COMMUNITY ORIENTED POLICING

Finding #	38	There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.	Compliance Measures		Status
Rec #	38.1	The SFPD needs to expand its outreach to its communities in a manner designed to demonstrate its commitment to procedural justice.	1	Evidence of SFPD expansion of outreach to the community.	Not Yet Submitted to Hillard Heintze
			2	Community outreach policies and practices demonstrate commitment to procedural justice.	Not Yet Submitted to Hillard Heintze
			3	Evidence of continued outreach and public commitment to procedural justice.	Not Yet Submitted to Hillard Heintze
Rec #	38.2	SFPD leadership should take an active and direct role in community engagement at the neighborhood level.	1	Policy and practice demonstrating SFPD command take an active, direct, and continued community engagement role.	No
			2	Evidence of SFPD command engagement at the neighborhood level through ongoing review/improvement loop. Ensure that community is involved in the assessment process.	No

Rec #	38.3	The SFPD should engage community members in the implementation of the recommendations in this report.	1	Evidence that identifies how community members are engaged with implementing report recommendations.	Not Yet Submitted to Hillard Heintze
			2	Establish an audit or review loop to ensure that the recommendations are being implemented with community input.	Not Yet Submitted to Hillard Heintze

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

Rec #	39.2	SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.	1	Evidence that leadership is actively involved in developing a community based strategic plan.	Not Yet Submitted to Hillard Heintze
			2	Evidence of how leadership is leading the initiative and providing mentorship to the community and department members.	Not Yet Submitted to Hillard Heintze
Rec #	39.3	The SFPD should establish a Strategic Planning Steering Committee composed of representatives from the community and various sections of the department within 90 days of the issuance of this report. This committee should collaborate to develop policies and strategies for policing communities and neighborhoods disproportionately affected by crime and for deploying resources that aim to reduce crime by improving relationships and increasing community engagement.	1	Establish a Strategic Planning Steering Committee by January 12, 2017.	Not Yet Submitted to Hillard Heintze
			2	Evidence that the committee is comprised of community members and department members from various sections of the department.	Not Yet Submitted to Hillard Heintze
			3	Evidence of collaboration in developing strategies and policies for community and neighborhoods disproportionately affected by crime.	Not Yet Submitted to Hillard Heintze
			4	Evidence of collaboration in developing policies and strategies for resource deployment aimed at crime reduction by improving relationships and community engagement.	Not Yet Submitted to Hillard Heintze

			5	Ongoing review or audit that ensures the work of the committee is implemented and continues to address issues collaboratively.	Not Yet Submitted to Hillard Heintze
Rec #	39.4	A training needs analysis must be conducted to support the training requirements recommended in this assessment. The SFPD must conduct an analysis of the needs across the organization, identify the benchmark for training, and develop a prioritized training plan based on the needs analysis. This will require solid support from the Office of the Chief of Police and the command staff if it is to succeed in strengthening the content, quality, and timeliness of the department's training. This should be completed within nine months of the issuance of this report.	1	Evidence that the department has conducted a training needs analysis across the organization that supports the training requirements recommended in this report.	Not Yet Submitted to Hillard Heintze
			2	The needs analysis completed by July 12, 2017.	Not Yet Submitted to Hillard Heintze
			3	Evidence the department identified benchmarks for training to support development of the needs analysis.	Not Yet Submitted to Hillard Heintze
			4	Evidence of a prioritized training plan based on the needs analysis.	Not Yet Submitted to Hillard Heintze
			5	Evidence that the Chief of Police and the command staff support the plan and are committed to strengthening the content, quality, and timeliness of training.	Not Yet Submitted to Hillard Heintze
			6	Ongoing review/improvement loop.	Not Yet Submitted to Hillard Heintze

Rec #	39.5	A technology needs analysis must be conducted on how to address the technology gaps identified in this assessment. Organizational needs should be identified, and a structured plan supported by budget forecasting should be in place to address the development of the IT enterprise for the SFPD. Existing systems should be integrated to ensure full value of the data already in place in the SFPD and that IT systems and practices remain up to date. The SFPD must analyze and expound its information technology capabilities that provide the right management information to drive key decisions on officer misconduct and overall employee performance.	1	Develop a technology needs analysis process and develop a plan to conduct it.	Not Yet Submitted to Hillard Heintze
			2	Ensure it addresses all technology gaps identified in Report.	Not Yet Submitted to Hillard Heintze
			3	Ensure it identifies organizational technology needs.	Not Yet Submitted to Hillard Heintze
			4	Ensure it establishes a plan for development of IT enterprise and budget forecasting to support technology needs/plan.	Not Yet Submitted to Hillard Heintze
			5	Implement a technology needs plan.	Not Yet Submitted to Hillard Heintze
			6	Evidence that existing systems were reviewed and integrated into the plan, if appropriate.	Not Yet Submitted to Hillard Heintze
			7	Evidence that Department information is analyzed and used to support management decisions.	Not Yet Submitted to Hillard Heintze
			8	Ongoing review loop to address technology advancements, trends and other issues.	Not Yet Submitted to Hillard Heintze

Rec #	39.6	The SFPD must conduct a gap analysis comparing the current state of the department's information gathering, analyzing, and sharing assets and capabilities with the established modern best practices. This should be completed within six months of the issuance of this report.	1	Evidence of gap analysis process conducted by SFPD.	No
			2	Gap analysis results identify SFPD's information gathering, analyzing, and sharing assets and capabilities.	No
			3	Gap analysis results reflect comparison between SFPD assets/capabilities and established modern best practices.	No
			4	Gap analysis conducted by April 12, 2017.	No
Rec #	39.7	The SFPD must conduct a portfolio management assessment to identify opportunities for consolidating platform and product offerings, providing enterprise solutions across the organization instead of silos or one-off product sets. This should be completed within six months of the issuance of this report.	1	Evidence that SFPD conducted a portfolio management assessment.	Not Yet Submitted to Hillard Heintze
			2	Assessment results identifies opportunities for consolidating platform and product offerings.	Not Yet Submitted to Hillard Heintze
			3	Assessment results provide enterprise solutions across the organization.	Not Yet Submitted to Hillard Heintze
			4	Assessment completed by April 12, 2017.	Not Yet Submitted to Hillard Heintze

Rec #	39.8	The SFPD must create a five-year technology initiative roadmap to facilitate migrating current platforms to the modern state architecture. This should be completed within 12 months of the issuance of this report.	1	Create a five-year technology initiative roadmap.	Yes
			2	Evidence roadmap addresses migration of technology platforms to modern architecture.	No
			3	Technology roadmap completed by October 12, 2017.	N/A
			4	Ongoing review loop to ensure progression of the roadmap and that it accounts for IT advances that address trends and other issues.	No
Rec #	39.9	The SFPD must establish clear life-cycle management policies and procedures for enterprise application maintenance, support, and replacement strategies for sustaining improved data collection, analysis, and dissemination technologies. This should be completed within 12 months of the issuance of this report.	1	Establish clear life-cycle management policies and procedures for enterprise maintenance and support.	Not Yet Submitted to Hillard Heintze
			2	Evidence that the policies and procedures identify enterprise application replacement strategies for improving data collection, analysis, and dissemination technologies.	Not Yet Submitted to Hillard Heintze
			3	Policies and procedures established by October 12, 2017.	Not Yet Submitted to Hillard Heintze

Finding #	40	The SFPD does not formalize community engagement in support of community policing practices.	Compliance Measures		Status
Rec #	40.1	As part of the Strategic Plan (recommendation 39.1), the SFPD should develop a strategic community policing plan that identifies goals, objectives, and measurable outcomes for all units.	1	Develop strategic community policing plan informed by best practices and consistent with recommendation 39.1.	No
			2	Ensure the plan identifies community policing goals, objectives, and outcomes for all units.	No
			3	Evidence of review or audit process to assess plan implementation and effectiveness.	No
Rec #	40.2	As part of recommendation 39.3, the SFPD should direct the Strategic Planning Steering Committee to develop a strategic plan within six months of the issuance of this report that clearly defines the following: • The department's vision, mission, and values statements. Once these statements are in place, the committee should establish agency-wide objectives and individual goals as the guiding principles that codify the SFPD's collective beliefs. • The department's strategic framework for the planning process. This framework will ensure that the process results in a plan that supports the coordination of priorities and objectives across individuals, work groups,	1	Develop a strategic plan that is informed by best practices by April 12, 2017.	Not Yet Submitted to Hillard Heintze
			2	Ensure the plan clearly identifies the department's vision, mission, and values statements and establish agency-wide objectives and individual goals as the guiding principles that support adherence to the mission, values, and guiding principles.	Not Yet Submitted to Hillard Heintze
			3	The plan identifies the framework for the planning process.	Not Yet Submitted to Hillard Heintze

and key operating divisions.

- The department's strategy to engage the community, obtain community input, and develop support for the plan and its success.

- 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.

4	The framework results in a plan that supports the coordination of priorities and objectives across individuals, work groups, and key operating divisions.	Not Yet Submitted to Hillard Heintze
5	The plan identifies the department's strategy to engage the community, obtain community input, and develop support for the plan and its success.	Not Yet Submitted to Hillard Heintze
6	The plan identifies department's strategy to drive the plan down to the officer level by creating objectives that allow for individual goals that contribute to the overall plan.	Not Yet Submitted to Hillard Heintze
7	The plan identifies how the department will measure individual performance and participation towards accomplishing departmental goals.	Not Yet Submitted to Hillard Heintze
8	Evidence of review or audit process that evaluates the department's progress in meeting plan goals and objectives.	Not Yet Submitted to Hillard Heintze

Rec #	40.3	As part of its plan, the SFPD should consider the role of the beat and its place within its priorities. Prioritizing beat-aligned policing would require some realignment of dispatch priorities and directed patrol.	1	Evidence the department considered the role and realignment of patrol beats and how they fit within department priorities.	No
			2	Evidence of the decision and the resulting action, as applicable.	No
Rec #	40.4	The SFPD should evaluate whether implementation of foot patrol and bicycle patrol would bridge the trust gap and effectively solve crime problems in San Francisco's communities.	1	Evaluate implementation of foot patrol and bicycle patrol.	Yes
			2	Evidence, that includes a community outreach component, that department considered whether foot and bicycle patrol will bridge the trust gap in the community.	No
			3	Evidence that the department considered whether foot and bicycle patrol will solve crime effectively.	Yes
			4	Evidence of the decision and the resulting action, as applicable.	No

Rec #	40.5	The SFPD should develop specific measurable goals for community policing engagement within six months of the issuance of this report and ensure these measurements are incorporated into the department's CompStat processes.	1	Development with input from the community of measurable goals for community policing engagement.	Yes
			2	Evidence that the measurable goals are incorporated into the department's Compstat processes.	No
			3	Development completed by April 12, 2017.	N/A
			4	Review or audit to assess effectiveness.	Yes
Rec #	40.6	The SFPD should develop and implement a community policing practices review and development process within 90 days of the issuance of this report so SFPD units can collaborate regarding community policing efforts.	1	Create a community policing practices review and development process.	Not Yet Submitted to Hillard Heintze
			2	Process requires department units collaborate regarding community policing efforts.	Not Yet Submitted to Hillard Heintze
			3	Implement the process by April 12, 2017.	Not Yet Submitted to Hillard Heintze
			4	Evidence of review process results/actions.	Not Yet Submitted to Hillard Heintze
			5	Periodic review/improvement loop process.	Not Yet Submitted to Hillard Heintze

Rec #	40.7	The SFPD should develop strategic partnerships on key community issues such as homelessness and organizational transparency to work in a collaborative environment to problem solve and develop co-produced plans to address the issues.	1	Strategic partnerships that address key community issues, by issue.	No
			2	Evidence of collaborative process amongst SFPD, governmental, and community stakeholders used for problem solving on issues.	No
			3	Plans that address issues.	No
			4	Periodic review/improvement loop process.	No
Rec #	40.8	The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.	1	Annual review of progress toward community policing goals and objectives.	Not Yet Submitted to Hillard Heintze
			2	Posted in forums that are accessible to the community and department members, including its public internet website.	Not Yet Submitted to Hillard Heintze
			3	Review or audit process to ensure results are published and accessible.	Not Yet Submitted to Hillard Heintze

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

Rec #	41.2	The SFPD should work with the Police Commission to draft a new community policing order that reflects the priorities, goals, and actions of the department.	1	Evidence of work with the police commission to establish new community policing general order (meeting notes, timeline, etc.).	Yes
			2	Ensure order reflects priorities, goals, and actions of the department as informed by best practices.	No
			3	Periodic review of order to support updates, relevancy, improvement loop.	No

Finding #	42	The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.	Compliance Measures		Status
Rec #	42.1	The SFPD should continue to grant district captains the authority to serve the diverse populations represented in their districts within the tenets of community policing. However, the department needs to provide structure and support to these initiatives in accordance with the proposed strategic community policing plan.	1	Evidence that district captains are provided structure and support to guide their community policing initiatives.	Not Yet Submitted to Hillard Heintze
			2	Evidence that the community policing initiatives are consistent with the strategic community plan required by these recommendations.	Not Yet Submitted to Hillard Heintze
			3	Evidence of departmental support to captains on community policing.	Not Yet Submitted to Hillard Heintze
			4	Review or audit to ensure district goals are consistent with the strategic plan.	Not Yet Submitted to Hillard Heintze
Rec #	42.2	The SFPD should create an overall structure to manage the department's approach to community policing driven by a committee of senior leaders and district captains.	1	Structure created to manage approach to community policing.	Not Yet Submitted to Hillard Heintze
			2	Process is led by senior leaders and district captains.	Not Yet Submitted to Hillard Heintze
			3	Review loop to monitor progress and growth.	Not Yet Submitted to Hillard Heintze

Rec #	42.3	The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.	1	Identification and documentation of district captains engaged in best practices.	Not Yet Submitted to Hillard Heintze
			2	Evidence that district captains engaged in best practices are recognized.	Not Yet Submitted to Hillard Heintze
			3	Plan to use recognized captains to train and educate other captains.	Not Yet Submitted to Hillard Heintze
			4	Review loop and/or establish a process to ensure process is institutionalized.	Not Yet Submitted to Hillard Heintze
Rec #	42.4	The SFPD should provide information technology support to districts to help develop newsletters that are easily populated and more professional in appearance. Creating a uniform newsletter architecture and consistent format that allows for easy data and content uploading would create efficiencies and help develop a greater sense of community.	1	Evidence of technology support to district to develop newsletters.	No
			2	Evidence of uniform architecture and consistent format of newsletter.	Yes
			3	Evidence of easy data and content uploading and professional appearance.	No
			4	Evidence of template use by districts and distribution to community.	Yes

Finding #	43	The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.	Compliance Measures		Status
Rec #	43.1	The SFPD should continue to actively support the programs aimed at community engagement, including Coffee with a Cop, the San Francisco Police Activities League, San Francisco Safety Awareness for Everyone, and The Garden Project.	1	Plan to implement, support, and expand community policing programs.	Yes
			2	Evidence of continued active engagement and support of existing community programs.	Yes
Rec #	43.2	The SFPD should expand its partnership with and further support neighborhood organizations that work to provide art, sports, educational, and leadership development opportunities for young people in the community.	1	Plan, process and practice to expand partnerships with youth-focused neighborhood art, sports, educational and leadership development organizations.	No
			2	Evidence of support for neighborhood youth development initiatives/programs.	No
			3	Ongoing review/improvement loop to ensure partnerships are identified and prioritized for support and engagement.	No

Rec #	43.3	The SFPD should consider reinvigorating its community police academy program to educate the community about the department's policing practices. The training should range from basic police orientation to ride-alongs with district police officers.	1	Evidence of consideration of reinvigorating community police academy program.	Not Yet Submitted to Hillard Heintze
			2	If decided to act, curriculum that provides education regarding SFPD's policing practices. If decided not to act, provide an explanation and evidence for how the current program is adequate.	Not Yet Submitted to Hillard Heintze
			3	Evidence of a range of training topics and outreach to engage community participation.	Not Yet Submitted to Hillard Heintze
			4	Ongoing review and continuous improvement loop for training topics and participation.	Not Yet Submitted to Hillard Heintze
Rec #	43.4	The SFPD needs to reach out to members of activist groups and those groups who are not fully supportive of the department to seek to develop areas of mutual concern and work towards trust building and resolution of shared issues.	1	Evidence of outreach to activist and other groups less supportive of policing.	Not Yet Submitted to Hillard Heintze
			2	Plan to engage and issues identified to be addressed.	Not Yet Submitted to Hillard Heintze
			3	Evidence of effort to collaborate building trust and resolving issues.	Not Yet Submitted to Hillard Heintze

Finding #	44	The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented.	Compliance Measures		Status
Rec #	44.1	The chief of police should give the deputy chief of Professional Standards and Principled Policing Bureau the responsibility of advancing community policing throughout the entire department and the communities of San Francisco.	1	Designation of a command staff member to lead community policing effort.	Not Yet Submitted to Hillard Heintze
			2	Evidence of plan and action(s) to advance community policing within department.	Not Yet Submitted to Hillard Heintze
			3	Evidence of plan and action(s) to advance community policing in San Francisco communities.	Not Yet Submitted to Hillard Heintze
			4	Evidence of review and improvement process that evaluates community policing outreach effort.	Not Yet Submitted to Hillard Heintze
Rec #	44.2	The chief of police should empower the deputy chief of the Professional Standards and Principled Policing Bureau to create a strategy and plan to implement, with urgency, the Final Report of the President's Task Force on 21st Century Task Force recommendations contained in Pillar Four and the recommendations in the CRI-TA assessment.	1	Evidence of designation of PPSB deputy chief.	Yes
			2	Tasked with strategy and implementation plan.	Yes
			3	Plan includes implementation of Pillar four recommendations in 21st Century Task Force.	No
			4	Plan includes implementation of recommendations in Report.	No

			5	Evidence of review or audit process to track progress of implementation effort.	No
Rec #	44.3	The SFPD should adequately resource the Professional Standards and Principled Policing Bureau to reflect the diversity of the community it serves and the officers of the SFPD in order to effectively coordinate community policing efforts throughout the city.	1	Assessment of the staffing and resource needs of the PSPPB. If inadequacies are identified, shortfall is presented to command for decision.	Not Yet Submitted to Hillard Heintze
			2	PSPPB staff reflects department and community diversity.	Not Yet Submitted to Hillard Heintze
			3	Practices and protocols directed at community policing efforts coordinated and monitored.	Not Yet Submitted to Hillard Heintze
			4	Ongoing review and continuous improvement loop regarding effectiveness of community policing efforts.	Not Yet Submitted to Hillard Heintze

Rec #	44.4	The SFPD, through the Principle Policing and Professional Standards Bureau, should engage and support all units by facilitating quarterly meetings among supervisors and managers to discuss cross-organizational goals and community policing plans and outcomes. These meetings should be supported by routine electronic engagement through a shared platform for sharing information.	1	Evidence that PPPSB coordinates quarterly meetings of supervisors and managers.	Not Yet Submitted to Hillard Heintze
			2	Evidence (e.g., agendas, minutes) that meetings focused on community policing plans and outcomes, cross-organizational goals.	Not Yet Submitted to Hillard Heintze
			3	Electronic platform created and used to support routine engagement and information sharing.	Not Yet Submitted to Hillard Heintze
			4	Ongoing review or audit process to determine meeting outcomes, effectiveness of the electronic platform, and organizational impact.	Not Yet Submitted to Hillard Heintze

Finding #	45	The SFPD is not focused on community policing efforts across the entire department.	Compliance Measures		Status
Rec #	45.1	The SFPD should expand community policing programs throughout the entire agency and ensure each unit has a written strategic plan embracing community policing and measurable goals and progress, regardless of the unit's specialty.	1	Evidence of community policing expansion throughout the department.	Yes
			2	Evidence that each unit has written strategic plan informed by contemporary police practices that embraces community policing.	No
			3	Evidence that unit plans have measurable goals and identify progress toward meeting the goals.	No
			4	Review or audit process to evaluate unit community policing efforts.	No
Rec #	45.2	SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.	1	Identified plan and vision regarding video messages for community policing.	No
			2	Video messages developed, with department leaders providing key messages.	No
			3	Evidence of use of video messages across the department.	No

Rec #	45.3	The SFPD should consider mandating annual community policing training to the entire agency.	1	Evidence of review of mandating annual community policing training.	Not Yet Submitted to Hillard Heintze
			2	If adopted, identify training and implementation plan. If not, identify alternative approach.	Not Yet Submitted to Hillard Heintze
			3	If adopted, review or audit process to evaluate training and implementation.	Not Yet Submitted to Hillard Heintze

Finding #	46	The SFPD does not collect data around community policing nor measure success within community policing functions and programs.		Compliance Measures	Status
Rec #	46.1	The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.	1	Evidence of a plan to prioritize data collection practices measuring community policing.	Not Yet Submitted to Hillard Heintze
			2	Form or other process to collect community policing data.	Not Yet Submitted to Hillard Heintze
			3	Establish policy, protocols, and training that ensure consistency in data collection and reporting.	Not Yet Submitted to Hillard Heintze
			4	Evidence of audit or review process to confirm data collection and use by the department to improve community policing outreach.	Not Yet Submitted to Hillard Heintze
Rec #	46.2	The SFPD should regularly assess existing community engagement programs to ensure effectiveness in a framework predicated upon sound measurement practices. Assessments should include input from participants and trusted community partners.	1	Data collection plan that aligns with community engagement goals.	Not Yet Submitted to Hillard Heintze
			2	Evidence of regular assessment of community engagement programs.	Not Yet Submitted to Hillard Heintze
			3	Assessment assures community engagement programs are based on sound management practices.	Not Yet Submitted to Hillard Heintze
			4	Assessment includes input from participants and community partners.	Not Yet Submitted to Hillard Heintze

			5	Ongoing review or audit process to evaluate the sound measurement practices and their effectiveness on community engagement.	Not Yet Submitted to Hillard Heintze
Rec #	46.3	The SFPD should establish formal mechanisms to measure and support information sharing and the development of shared good practice among SFPD members, particularly district captains.	1	Establish formal process to measure and support information sharing.	Not Yet Submitted to Hillard Heintze
			2	Evidence of plans and practices based upon shared good practice .	Not Yet Submitted to Hillard Heintze
			3	Communication plan to ensure information and good practice is shared among members, captains.	Not Yet Submitted to Hillard Heintze
			4	Review or audit process to ensure process of information and good practice sharing is institutionalized.	Not Yet Submitted to Hillard Heintze
Rec #	46.4	The SFPD should create a feedback mechanism for community engagement events to determine efficacy, replicability, and depth of relationship with community partners. A community survey could be one feedback mechanism.	1	Evidence of a feedback process for community engagement events.	Not Yet Submitted to Hillard Heintze
			2	Methods used to obtain input from the community.	Not Yet Submitted to Hillard Heintze
			3	Evidence of review of survey to the community and the outcome.	Not Yet Submitted to Hillard Heintze

Rec #	46.5	The SFPD should publish and post any community survey results.	1	Evidence of community survey, if conducted.	Not Yet Submitted to Hillard Heintze
			2	Survey results published posted, and publicized, if survey conducted.	Not Yet Submitted to Hillard Heintze

Finding #	47	The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.		Compliance Measures	Status
Rec #	47.1	The department should conduct periodic surveys to measure whether the SFPD is providing fair and impartial treatment to all residents and to identify gaps in service (see recommendation 46.5).	1	Evidence of ongoing community surveys.	Not Yet Submitted to Hillard Heintze
			2	Evidence of survey result evaluation to determine if department provides fair and impartial treatment.	Not Yet Submitted to Hillard Heintze
			3	Evidence of survey result evaluation to identify gaps in service.	Not Yet Submitted to Hillard Heintze
Rec #	47.2	The department should create easy points of access for community feedback and input, such as providing "community feedback" or "talk to your captain" links on its website and social media pages.	1	Creation of community feedback/input mechanisms.	No
			2	Points of access are communicated to and easily accessible to community.	No
			3	Evidence that such communications are reviewed and supported by the appropriate parties (e.g., the station captain).	No
			4	Ongoing and continuous review and improvement loop for process.	No

Rec #	47.3	The role of the Director of Community Engagement should be aligned with organizational communication and outreach to enhance overall messaging and community awareness of the SFPD's community policing initiatives and ongoing programs.	1	Evidence of alignment of Director of Community Engagement with organizational communication and outreach.	No
			2	Evidence of efforts to enhance messaging and awareness of department community policing initiatives and ongoing programs.	No

Finding #	48	The SFPD needs to develop a robust, broad-based community forum for input on policing priorities across all communities.	Compliance Measures		Status
Rec #	48.1	The chief's community forum groups—African American, Arab American, Asian Pacific Islander, Business, Hispanic, Interfaith, LGBT, Young Adults, Youth, and Youth Providers—need to be re-established and structured to engage in problem solving and action regarding issues affecting the groups they represent.	1	Review of existing community forums as well as outreach to other community stakeholders and groups to ensure inclusivity in terms of forum composition.	Not Yet Submitted to Hillard Heintze
			2	Evidence that community forum groups have been re-established or established.	Not Yet Submitted to Hillard Heintze
			3	Evidence that groups are structured and tasked to engage in problem solving.	Not Yet Submitted to Hillard Heintze
			4	Evidence of focus on issues unique to each group.	Not Yet Submitted to Hillard Heintze
			5	Ongoing review or audit to ensure problems and issues are being addressed satisfactorily.	Not Yet Submitted to Hillard Heintze

Rec #	48.2	The department needs to develop an annual reporting and measurement process of the issues raised at the forum and the progress made by the group in resolving them.	1	Evidence of community forum group annual report(s).	Not Yet Submitted to Hillard Heintze
			2	Report identifies and tracks the issues raised by the forum groups.	Not Yet Submitted to Hillard Heintze
			3	Report provides the status or progress made in resolving issues raised by the groups.	Not Yet Submitted to Hillard Heintze

Finding #	49	Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.	Compliance Measures		Status
Rec #	49.1	The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.	1	Evidence that all personnel have completed community policing training, informed by contemporary policing practices and the Community Supporting Strategic Plan.	Not Yet Submitted to Hillard Heintze
			2	Evidence that all personnel have completed customer service and engagement training.	Not Yet Submitted to Hillard Heintze
			3	Evidence of proficiency in training – e.g., a passing grade or completion.	Not Yet Submitted to Hillard Heintze
			4	Ongoing improvement loop, including review or audit to ensure participation, learning needs review and follow up, when needed.	Not Yet Submitted to Hillard Heintze

Rec #	49.2	Consideration should be given to using Field Training Officers to help develop and deliver training in the field regarding key community policing concepts as a way to augment and expand the training currently provided at the Training Academy.	1	Review and decision regarding use of field training officers to develop training on key community policing concepts.	Not Yet Submitted to Hillard Heintze
			2	Training plan for community policing training delivered in the field if FTO are used, if not, explanation provided regarding the decision.	Not Yet Submitted to Hillard Heintze
			3	Review to determine effectiveness of training support to field personnel on community engagement.	Not Yet Submitted to Hillard Heintze
Rec #	49.3	The SFPD's training needs to expand beyond traditional community policing and include the foundation and concepts of procedural justice as related concepts.	1	Expand community policing training.	Not Yet Submitted to Hillard Heintze
			2	Training to include procedural justice foundational concepts.	Not Yet Submitted to Hillard Heintze
			3	Ongoing review/training improvement loop.	Not Yet Submitted to Hillard Heintze

Finding #	50	The SFPD does not require agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.		Compliance Measures	Status
Rec #	50.1	The SFPD should require all agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.	1	Policy requiring all agency personnel read Task Force Report.	Yes
			2	Audit/review to ensure adherence to policy requirement.	No
Rec #	50.2	The SFPD should encourage supervisors and captains to continue conversations on the Final Report of the President's Task Force on 21st Century Policing through roll calls, in-service training, and community meetings.	1	Formal plan to encourage supervisors and captains to discuss Task Force Report to include a focus on other emerging best practices.	Yes
			2	Evidence of roll calls, in-service, community meetings as forums for such discussions.	No
			3	Review or audit to ensure ongoing discussions.	No

Finding #	51	Training curricula do not address the complex emerging community issues in the current law enforcement environment.	Compliance Measures		Status
Rec #	51.1	The SFPD should provide procedural justice and explicit and implicit bias training to all department personnel including civilian staff. This training should become a permanent part of the Academy's curriculum and should be reviewed with each officer during the department's annual officer training sessions.	1	Plan to establish procedural justice and bias training, that is informed by best practices and scientific studies, as part of a permanent curriculum.	No
			2	Evidence of procedural justice training to all personnel.	Yes
			3	Evidence of explicit/implicit bias training to all personnel.	Yes
			4	Evidence of annual review with each officer.	No
			5	Review or audit to ensure ongoing compliance with training mandate.	No

Rec #	51.2	The SFPD should engage in peer-to-peer training exchanges for exposure to other departments' training curricula to identify areas for potential improvement. Areas of focus should include de-escalation training, use of force training with a focus on the sanctity of life, impartial policing, and procedural justice.	1	Conduct periodic peer-to-peer training exchanges.	Not Yet Submitted to Hillard Heintze
			2	Training exchanges focused on areas identified in recommendation.	Not Yet Submitted to Hillard Heintze
			3	Identification of training exchange outcomes/potential training enhancements.	Not Yet Submitted to Hillard Heintze
			4	Evidence of actions resulting from training exchanges/observations, if applicable.	Not Yet Submitted to Hillard Heintze

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

Rec #	52.3	The SFPD should engage in data collection and analysis to measure the effectiveness of strategies aimed at all community policing issues, particularly its response to the homeless community. The analysis should be part of an ongoing review and publication and reflect the commitment to greater transparency and community engagement.	1	Evidence of data collection and analysis to measure community policing effectiveness, particularly as it relates to the homeless community, and consistent with actions in Recommendations 39.1, 46.1 and 46.2.	Not Yet Submitted to Hillard Heintze
			2	Evidence that analysis is ongoing and data and strategies are published in an accessible format.	Not Yet Submitted to Hillard Heintze
			3	Evidence that data analysis results are used to drive strategic decisions.	Not Yet Submitted to Hillard Heintze
			4	Review or audit to ensure process is ongoing and drives continued improvement.	Not Yet Submitted to Hillard Heintze

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

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

CHAPTER 5 - ACCOUNTABILITY					
Finding #	**55**	**The SFPD is not transparent around officer discipline practices. During the community listening sessions and interviews with community members, there was a consistently stated belief, especially in the African-American and Hispanic communities, that officers are not held accountable for misconduct.**	**Compliance Measures**		**Status**
Rec #	55.1	The SFPD should expand its current reporting process on complaints, discipline, and officer-involved shootings to identify ways to create better transparency for the community regarding officer misconduct.	1	Develop a plan for expanded reporting process for actions regarding officer misconduct, discipline, and OIS.	No
			2	Identify ways to increase transparency in reporting complaints and providing the public with information about officer-involved shootings and disciplinary actions.	No
			3	Expand communication about complaint and discipline reviews to include the community.	No
			4	Expand OIS reporting to the community.	Yes
			5	Frame public reporting in a manner that reflects the future provisions of SB 1421.	Yes
			6	Update all relevant DGOs, trainings, and procedures as guided by best practices, as necessary.	No

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

Finding #	56	The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community.	Compliance Measures		Status
Rec #	56.1	The SFPD should work with the DPA and Police Commission to minimize obstacles to transparency as allowed by law to improve communications to complainants and the public regarding investigation status, timeliness, disposition, and outcome.	1	Establish a routine meeting cadence with DPA and Police Commission.	Not Yet Submitted to Hillard Heintze
			2	Identify strategies for improved communication to complainants and the public regarding the progress and conclusion of investigations, including outcomes.	Not Yet Submitted to Hillard Heintze
			3	Publish information in accordance with developed strategy.	Not Yet Submitted to Hillard Heintze
Rec #	56.2	The SFPD should allocate appropriate staff and resources to enhance community outreach initiatives and to incorporate customer service protocols for periodic follow-up and status communications with complainants for the duration of their open cases.	1	Assessment of staffing needs to support community outreach, customer service protocols, and communications with complainants.	Not Yet Submitted to Hillard Heintze
			2	Establish a customer service protocol for complaints that includes status updates to complainants.	Not Yet Submitted to Hillard Heintze
			3	Evidence that communications with complainants are occurring.	Not Yet Submitted to Hillard Heintze
			4	Evidence of ongoing review improvement loop.	Not Yet Submitted to Hillard Heintze

Rec #	56.3	The SFPD should work with the DPA to facilitate the same actions and outreach to the community as best suits the independence of the DPA.	1	Evidence of the support for the actions in Rec 56.1 and ongoing meetings to discuss the best way in which to facilitate communications regarding officer discipline matters.	Not Yet Submitted to Hillard Heintze
			2	Encourage DPA to establish a protocol for outreach to communities to provide transparency around officer discipline.	Not Yet Submitted to Hillard Heintze
Rec #	56.4	The SFPD should ensure that the DPA public complaint informational materials are readily available in the community and in particular prominently displayed in district stations for access by the public. These materials 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.	1	Collaborate with DPA to provide input in developing materials that inform the diverse communities of San Francisco.	Yes
			2	Establish policy/protocol for DPA information and materials to be displayed in district stations and other area accessible to the public including but not limited to the SFPD website.	Yes
			3	Make certain that materials are available to the public.	Yes

Rec #	56.5	The SFPD should work with the DPA and the Police Commission to conduct community workshops on the complaint process and the roles and responsibilities of each agency relative to the overall process within nine months of the issuance of this report.	1	Concurrent with actions recommended in 56.1, draft a plan for workshop presentations.	Not Yet Submitted to Hillard Heintze
			2	Deliver workshop presentation.	Not Yet Submitted to Hillard Heintze
			3	Refresh outreach as needed.	Not Yet Submitted to Hillard Heintze
Rec #	56.6	The SFPD should encourage the DPA and IAD to identify obstacles that interfere with optimal complaints investigations and accountability, with a goal of implementing changes to better support their intended missions.	1	Concurrent with actions recommended in 56.1, discuss challenges faced in investigations against police officers.	Not Yet Submitted to Hillard Heintze
			2	Identify obstacles.	Not Yet Submitted to Hillard Heintze
			3	Develop a plan and process to minimize and/or overcome the identified obstacles.	Not Yet Submitted to Hillard Heintze
			4	Periodic review and assessment of the plan to determine its effectiveness in overcoming the identified obstacles.	Not Yet Submitted to Hillard Heintze

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

Rec #	57.3	The SFPD should ensure that all personnel are trained and educated on the public complaint process and the location for the appropriate forms.	1	Provide recruit training on complaint processes including how to inform the community about filing complaints.	Yes
			2	Provide roll call training on complaint processes and location of complaint forms.	Yes
			3	Ensure supervisors are trained and knowledgeable about complaint processes and location of complaint forms.	Yes
			4	Evidence that the training has been completed.	No
Rec #	57.4	The SFPD should develop "next steps" and "know your rights" handouts for complainants who file complaints at department facilities.	1	Concurrent with Rec. 56.1, 56.4, 56.5 & 57.2, develop standard information forms that address the realm of the complaint process, from initiation to closure.	Yes
			2	Ensure forms remain available to the public, both paper and electronically in multiple languages per SF policy.	Yes

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

Finding #	59	SFPD Internal Affairs Administrative Investigations and Internal Affairs Criminal Investigations are not effectively collaborating.	Compliance Measures		Status
Rec #	59.1	Members, including investigators, of the IA Administrative Unit and IA Criminal Investigations Unit should meet regularly to discuss processes, practices, and the flow of assigned cases to ensure that administrative violations are timely and properly addressed.	1	Establish a routine meeting schedule in IA for all units.	Not Yet Submitted to Hillard Heintze
			2	Keep agenda and track tasks assigned and their resolution specific to this recommendation.	Not Yet Submitted to Hillard Heintze
			3	Review and monitor case completion for timely resolution of all investigations.	Not Yet Submitted to Hillard Heintze
			4	Evaluate any cases that are not resolved in a timely manner or properly addressed for purposes of improving process.	Not Yet Submitted to Hillard Heintze

Finding #	60	Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.	Compliance Measures		Status
Rec #	60.1	The SFPD and DPA should jointly develop a case tracking system with sufficient security protections to assure independence that would identify each open investigation, where it is assigned, and the date the case expires for the purposes of compliance with California Government Code Section 3304(d)1, which requires the completion of an administrative investigation into misconduct within one year of the agency discovery.	1	Concurrent with Rec. 56.1, explore the options for a shared case tracking system.	Not Yet Submitted to Hillard Heintze
			2	Ensure internal SFPD controls over accurate case tracking consistent with California law.	Not Yet Submitted to Hillard Heintze
			3	Establish a plan and protocol for shared tracking of complaints against officers as they move through the internal discipline system.	Not Yet Submitted to Hillard Heintze
Rec #	60.2	The SFPD and DPA should establish an investigative protocol within 120 days of the issuance of this report that allocates specific time parameters for accomplishing investigative responsibilities and transfer of cases if criminal allegations are made against SFPD officers.	1	Established investigative protocol between SFPD and DPA.	Yes
			2	Protocol addresses time parameters and transfer requirements for criminal cases.	Yes
			3	Update relevant DGOs and procedures, as needed.	Yes
			4	Evidence of ongoing audit and/or review.	No

Rec #	60.3	Supervisors should be held accountable for ensuring timely transfer of cases to SFPD Internal Affairs Administrative Investigations from SFPD Internal Affairs Criminal investigations when appropriate.	1	Establish a protocol and policy regarding the transfer of cases including time constraints that allow investigation within the parameters of the requirement of California Government Code Section 3304(d)1.	Not Yet Submitted to Hillard Heintze
			2	Ensure training on policy in a manner that will quickly and thoroughly inform members	Not Yet Submitted to Hillard Heintze
			3	Task supervisors with responsibility for ensuring timely transfer of cases.	Not Yet Submitted to Hillard Heintze
			4	Conduct internal review and reporting around compliance with policy.	Not Yet Submitted to Hillard Heintze
			5	Evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze

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

Finding #	62	Files stored with the SFPD's Internal Affairs Division are secured, but compelled statements are not isolated.	Compliance Measures		Status
Rec #	62.1	The SFPD needs to establish standard operating procedures for maintaining file separation and containment of criminal investigations. This is critical to ensuring that officers' rights are protected and that criminal investigations can be fully investigated.	1	Concurrent with Rec 61.1, establish a protocol and SOP to ensure file separation for criminal and administrative investigations.	Not Yet Submitted to Hillard Heintze
			2	Task supervisor with review and oversight of this aspect of investigation.	Not Yet Submitted to Hillard Heintze
			3	Review loop and evidence of supportive and remedial action if deficiencies are found.	Not Yet Submitted to Hillard Heintze

Finding #	63	The SFPD does not fully support members performing internal affairs functions.	Compliance Measures		Status
Rec #	63.1	The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.	1	Policy and protocols emphasize the role of IAD and its importance to the organization.	Not Yet Submitted to Hillard Heintze
			2	Establish policy and protocols that require cooperation by members of the department.	Not Yet Submitted to Hillard Heintze
			3	Review/improvement loop to ensure IAD investigators are receiving cooperation.	Not Yet Submitted to Hillard Heintze
Rec #	63.2	The SFPD should continue to implement the tenets of procedural justice and ensure training include instruction on the importance of the IAD's functions to the integrity of the department and connection to the community.	1	Develop clear messaging on the role of IAD and its ties to the tenants of procedural justice in training.	Not Yet Submitted to Hillard Heintze
			2	Provide training regarding internal investigations and the role of organizational accountability.	Not Yet Submitted to Hillard Heintze
Rec #	63.3	SFPD leadership should demonstrate its support of the IAD's role and responsibility within the department and provide recognition and support for good investigative practices.	1	Establish consistent leadership messaging as part of Rec 63.2 to help develop a culture of accountability.	Not Yet Submitted to Hillard Heintze
			2	Establish formal recognition practices for the work of the IAD and good investigations.	Not Yet Submitted to Hillard Heintze

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

Rec #	64.3	The SFPD should seek to improve interagency communications and identify ways of improving collaboration on investigative practices to ensure timely conclusion of investigations, shared information on prior complaints and finding of misconduct, and appropriate entry of discipline, designed to improve the overall discipline system that holds officers to account.	1	Concurrent with Rec 64.2, as part of the joint review process, establish shared protocols for investigations.	Not Yet Submitted to Hillard Heintze
			2	Concurrent with Rec 64.2, explore ways to better collaborate on investigative practices and administration of investigations.	Not Yet Submitted to Hillard Heintze
			3	Evidence of evaluation process and improvement loop	Not Yet Submitted to Hillard Heintze
Rec #	64.4	The SFPD should work with DPA to develop standards within 120 days of the issuance of this report regarding timeliness of complaint investigations, and consistency of investigative findings and practices to ensure progressive discipline is appropriately recommended.	1	Identify gaps and challenges to a) timely investigations and b) practices to ensure progressive discipline is appropriately recommended.	Not Yet Submitted to Hillard Heintze
			2	Establish timelines for investigative stages and provide shared information regarding the meeting of those timelines.	Not Yet Submitted to Hillard Heintze
			3	Continuous improvement loop regarding timely investigations, progressive discipline, and shared information as appropriate.	Not Yet Submitted to Hillard Heintze

Rec #	64.5	The SFPD should engage with DPA to ensure that the classification for complaints and their findings are reported consistently between the two agencies to ensure better transparency.	1	Collaborate with DPA on a shared, standard joint protocol for the classification of complaints.	Not Yet Submitted to Hillard Heintze
			2	Train SFPD personnel on classification.	Not Yet Submitted to Hillard Heintze
			3	Offer a shared training session with DPA to better facilitate proper classification.	Not Yet Submitted to Hillard Heintze
			4	Ensure that SFPD follows the classification through audit and/or review process.	Not Yet Submitted to Hillard Heintze
			5	Audit and/or review to inform the Police Commission and DPA when DPA does not adhere to the classification standards.	Not Yet Submitted to Hillard Heintze

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

Rec #	65.2	The SFPD should raise district captains' awareness of this information by requiring IAD to present a trends analysis report of DPA case activity, emerging issues, and concerns at CompStat meetings every quarter.	1	Concurrent with Rec 65.1, share the analysis and trend information with District Captains.	Not Yet Submitted to Hillard Heintze
			2	Task captains with addressing the trends and issues.	Not Yet Submitted to Hillard Heintze
			3	Evaluate success of the measures to address complaint trends at CompStat meetings every quarter.	Not Yet Submitted to Hillard Heintze
			4	Evidence of tasking and response at the district level to the trends and issues.	Not Yet Submitted to Hillard Heintze
			5	Continuous improvement loop.	Not Yet Submitted to Hillard Heintze

Finding #	66	The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.	Compliance Measures		Status
Rec #	66.1	The SFPD should meet with DPA on a quarterly basis following the release of the Sparks Report to discuss the recommendations.	1	Establish quarterly meetings with DPA.	Yes
			2	Provide record of discussion of the Sparks Report recommendations.	No
			3	Audit loop regarding progress of the quarterly meetings.	No
Rec #	66.2	The SFPD should make it mandatory for the Professional Standards and Principled Policing Bureau to review the Sparks Report and direct action where appropriate.	1	Establish PSPPB policy and procedure requiring review of Sparks Report.	Yes
			2	Identify follow through requirements for SFPD, where appropriate.	No
			3	Evidence of PSPPB direction to address Sparks Report actions.	No
			4	Audit and/or review loop as to unit actions in response.	No

Rec #	66.3	The SFPD should provide twice-yearly reports to the Police Commission regarding actions resulting from the Sparks Report, including whether the DPA recommendation is supported and a timeline for implementation or correction to existing practice and policy.	1	Establish policy and procedure for reporting of Sparks Report actions by SFPD.	Yes
			2	Evidence of actions regarding Sparks Report recommendations to include timeline for implementation or action that occurred, where appropriate.	No
			3	Evidence of reporting to the Police Commission regarding Sparks Report actions by the SFPD.	No
			4	Audit and review loop as to the process and progress.	No

Finding #	67	The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct.	Compliance Measures		Status
Rec #	67.1	The SFPD must work to develop practices that measure, analyze, and assess trends in public complaints and employee misconduct.	1	Concurrent with the actions under Finding 65, the SFPD should establish a data collection and analysis plan for complaints. The analysis should meet the same analytical threshold as other department analyses.	Not Yet Submitted to Hillard Heintze
			2	Trend analysis information should be measured and shared at quarterly CompStat meetings.	Not Yet Submitted to Hillard Heintze
			3	Evidence of data analysis and sharing.	Not Yet Submitted to Hillard Heintze
Rec #	67.2	Supervisors should be provided with quarterly reports that integrate individual actions, as is currently reported by the Early Intervention Systems Unit, with aggregated information that provides complaint and misconduct data trends for the watch, district, and city.	1	Provide reports to supervisors with both EIS and active complaint and misconduct information for subordinates.	Not Yet Submitted to Hillard Heintze
			2	Provide information to supervisors on a quarterly basis.	Not Yet Submitted to Hillard Heintze
			3	Discuss trends and actions at quarterly CompStat meetings, concurrent with Rec 67.1.	Not Yet Submitted to Hillard Heintze

Finding #	68	The SFPD has poor data collection and analysis, which significantly impacts effective overall organization management and accountability. The technology in the SFPD requires significant updating. However, poor data collection practices, including lack of supervisory review and accountability for improperly completed reports and form sets, contributes to the poor data environment.	Compliance Measures		Status
Rec #	68.1	As part of its technological capacity improvement strategy, the SFPD should develop a plan to advance its capacity to digest information it currently possesses in a consistent, easily accessible format such as a template containing key data points including officer performance indicators and crime indicators that could provide management with real-time information to inform their practice.	1	Engage supervisors to understand the data needs for operations.	Not Yet Submitted to Hillard Heintze
			2	Develop report templates with key data collection factors.	Not Yet Submitted to Hillard Heintze
			3	Train supervisors to the issues around data collection and importance of the good data to organizational performance.	Not Yet Submitted to Hillard Heintze
			4	Develop information sharing plan for supervisors so that the connection to data and operations is reinforced.	Not Yet Submitted to Hillard Heintze
			5	Continuous improvement loop.	Not Yet Submitted to Hillard Heintze

Rec #	68.2	Supervisors and officers who fail to properly collect and enter information must be held accountable through discipline. Absent proper collection of data, little to no analysis can occur.	1	Establish policy and procedure regarding proper collection and entry of data – including non-compliance.	No
			2	Establish and deliver training or training tools to support proper data collection and entry.	No
			3	Establish a policy and procedure regarding supervisory review of data collected and reported.	No
			4	Review/audit process established to review information collected at the officer and supervisor levels.	No
			5	Evidence of supportive and remedial action if deficiencies are found.	Yes
			6	Ongoing audit and/or review loop to address trends and other issues.	No

Rec #	68.3	The SFPD should increase transparency by collecting and providing data, policies, and procedures to the public in multiple languages relevant to the local community through official SFPD website and municipal open data portals.	1	Establish a formal policy to transparency in data.	No
			2	Support the policy through procedures and protocols.	No
			3	Develop a communication strategy that allows the public informed easy access, including website and municipal open data portals.	No
			4	Ensure the communication strategy incorporates a variety of languages in use in San Francisco.	Yes

Finding #	69	The SFPD does not consistently apply the principles of procedural justice.		Compliance Measures	Status
Rec #	69.1	SFPD leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. The Police Commission, DPA, IAD, and POA leadership should be partners in this process.	1	Convene an internal discipline stakeholder group to address the specific administrative practices that attach to internal investigations.	Not Yet Submitted to Hillard Heintze
			2	Examination of how to incorporate procedural justice – being fair in processes, being transparent in actions, providing voice, and impartial decision making – across the internal investigation and discipline process.	Not Yet Submitted to Hillard Heintze
			3	Strategy to incorporate procedural justice into the internal investigation process.	Not Yet Submitted to Hillard Heintze
			4	Continuous improvement loop.	Not Yet Submitted to Hillard Heintze

Rec #	69.2	The SFPD should task a committee to review internal discipline on a quarterly basis to assure the fairness and impartiality of the process overall and particularly to ensure that there is not bias in determination and application of discipline. This analysis should be multi-levelled to include aggregate data, trend analysis, and outcome impact on officer demographics including prior discipline and adherence to the discipline matrix.	1	Establish a committee to identify key data variables to examine in support of fair and impartial discipline.	Not Yet Submitted to Hillard Heintze
			2	Provide quarterly analysis of the data variables to identify trends, including potential bias, in discipline outcomes.	Not Yet Submitted to Hillard Heintze
			3	Identify potential negative trends including bias and apply corrective action.	Not Yet Submitted to Hillard Heintze
			4	Review and evidence of corrective action.	Not Yet Submitted to Hillard Heintze
Rec #	69.3	The SFPD should report annually to the Police Commission the analysis of discipline including officer demographics and prior discipline histories.	1	Develop an annual report from the data developed in Rec 69.2.	Not Yet Submitted to Hillard Heintze
			2	Share this data with the Police Commission.	Not Yet Submitted to Hillard Heintze

Finding #	70	The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.	Compliance Measures		Status
Rec #	70.1	The SFPD should work with the Police Commission to develop a nimble process for reviewing and approving existing and new Department General Orders that supports policing operations with codified, transparent policies.	1	Establish a plan that allows for triage regarding DGO modification - critical need; operational need; and update.	Yes
			2	Establish a plan that allows modifications to existing DGOs that does not require review of the entire order based upon critical and operational need.	Yes
			3	Develop a task flow that establishes timelines for submission, review and approval of DGOs that is more nimble than previous processes.	Yes
			4	Continuous review and improvement loop.	Yes
Rec #	70.2	The SFPD should commit to updating all Department General Orders in alignment with current laws and statutes, community expectations, and national best practices every three years.	1	Develop a plan and process to update the DGOs based upon priorities every three years.	Not Yet Submitted to Hillard Heintze
			2	Task specific units and individuals with assisting in the identification of and review of key issues, national best practices, and community expectations attached to DGOs to	Not Yet Submitted to Hillard Heintze

				ensure an appropriate update of every three years.	
			3	Monitor and track progress regarding DGO updates.	Not Yet Submitted to Hillard Heintze
			4	Continuous improvement loop that is informed by contemporary policing best practices.	Not Yet Submitted to Hillard Heintze
Rec #	70.3	Prior to promulgation of policies and procedures, the SFPD should ensure that comments are sought from members and units most affected by any practice, policy, or procedure during the initial stages of development.	1	Identify unit level experts for opinion and input in the development of DGOs.	Not Yet Submitted to Hillard Heintze
			2	Develop a tracking system to log and reconcile expert input.	Not Yet Submitted to Hillard Heintze
Rec #	70.4	Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.	1	Establish a policy and practice on external input solicitation.	Yes
			2	Use a tracking system similar to that identified in Rec 70.3 to track and reconcile external comments.	No
			3	Establish review loop to ensure the concepts of procedural justice apply.	No

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

Finding #	72	Department Bulletins are used as a workaround for the Department General Order approval process.	Compliance Measures		Status
Rec #	72.1	The SFPD should present all Department Bulletins that substantively change or countermand a Department General Order to the Police Commission before implementation and publish them on their website after approval is received.	1	Concurrent with the recommendations in Finding 70, establish a nimble process for the introduction of planned Department Bulletins to the Police Commission.	Yes
			2	Publish Department Bulletins on the SFPD website to support transparency in practices.	Yes
Rec #	72.2	All Department Class A Bulletins and any Department Bulletin that modifies an existing Department General Order should be posted on the SFPD's website.	1	Identify all Class A bulletins and bulletins that modify an existing DGO.	Yes
			2	Publish all identified DBs on the SFPD website so that the information is easily accessed by the public.	Yes
Rec #	72.3	The SFPD should limit the use of Department Bulletins to short-term direction and eliminate the authority to continue a Department Bulletin after two years.	1	Develop a policy that sunsets any DB after two years.	Yes
			2	Track and ensure DBs identified in Rec 72.2 as modifying an existing DB to be incorporated into the DGO within the two year time frame.	Yes
			3	Continuous review and audit loop.	Yes

Finding #	73	The SFPD does not have an effective mechanism for determining whether an officer has accepted a policy and therefore could be held to account for its provisions.	Compliance Measures		Status
Rec #	73.1	The SFPD should develop a mechanism by which to track when a Department General Order or Department Bulletin has been accessed and acknowledged by a SFPD member.	1	Identified process to track receipt and acknowledgement of DGOs and bulletins.	Yes
			2	Issue policy and procedure for members to access and acknowledge the receipt of DGOs and bulletins and provide a way to ask questions or receive additional guidance about the new policy.	No
			3	Evidence of supportive and remedial action if deficiencies are found.	No
			4	Ongoing review and/or audit loop regarding access and acknowledgement.	No

Rec #	73.2	Once a mechanism is established, the SFPD should create a protocol for notification, noncompliance, and accountability.	1	Establish policy regarding discipline outcome for non-compliance in acknowledging department policy notifications.	Not Yet Submitted to Hillard Heintze
			2	Evidence of action taken to hold personnel accountable and remedial measures for non-compliance, when identified.	Not Yet Submitted to Hillard Heintze
			3	Continuous review and/or audit loop.	Not Yet Submitted to Hillard Heintze

Finding #	74	The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.	Compliance Measures		Status
Rec #	74.1	The SFPD should conduct a thorough and structured approach when creating new policies and procedures via Department Bulletins.	1	Establish a strategy and plan that reviews DBs for training and implementation needs.	Not Yet Submitted to Hillard Heintze
			2	Assess publication of new DBs to ensure adherence to policy.	Not Yet Submitted to Hillard Heintze
			3	Continuous review and implementation loop.	Not Yet Submitted to Hillard Heintze
Rec #	74.2	The SFPD should ensure that Bulletins are accompanied by appropriate training, supervision, and consistent reinforcement of the intended purpose of the policies.	1	Provide necessary training collateral for the appropriate level of training, e.g., roll call, individual awareness, and other needs.	Not Yet Submitted to Hillard Heintze
			2	Ensure supervisors acknowledge and consistently reinforce new policies.	Not Yet Submitted to Hillard Heintze
			3	Continuous review and implementation loop.	Not Yet Submitted to Hillard Heintze

Finding #	75	The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.	Compliance Measures		Status
Rec #	75.1	The SFPD should task the Principled Policing and Professional Standards Bureau with overall responsibility for development, maintenance, training, and implementation planning for Department General Orders.	1	Task the PPPSB with overall responsibility for DGOs.	Not Yet Submitted to Hillard Heintze
			2	Establish policy and procedures for advancing DGOs.	Not Yet Submitted to Hillard Heintze
Rec #	75.2	The Written Directives Unit should be tasked to work with subject matter experts from DPA and the Police Commission to ensure policies are adopted in a timely manner and appropriately updated.	1	Task the WDU to support the recommendations in Finding 70 and 71 to facilitate timely update of DGOs.	Not Yet Submitted to Hillard Heintze
Rec #	75.3	The Written Directives Unit should be sufficiently staffed with personnel and resources to enable the unit to function as the project managers for Department General Orders at the direction of the Police Commission.	1	Establish a strategy to staff the Written Directives Unit with sufficient staff.	Not Yet Submitted to Hillard Heintze
			2	Develop and implement policy and procedures to support a Project Manager approach to the development of DGOs.	Not Yet Submitted to Hillard Heintze
			3	Ongoing and continuous improvement loop for process.	Not Yet Submitted to Hillard Heintze

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

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

Finding #	78	The SFPD does not engage in any outside evaluations of its practices, data, or reporting.	Compliance Measures		Status
Rec #	78.1	The SFPD should consider partnering with local academic institutions to evaluate its reform program, particularly as it seeks to implement the recommendations in this report.	1	Partner with academic institutions	Not Yet Submitted to Hillard Heintze
			2	Evidence of the partnerships going forward.	Not Yet Submitted to Hillard Heintze
			3	Tracking of evaluations of practices, data, reporting and reform progress.	Not Yet Submitted to Hillard Heintze
			4	Continuous review and improvement loop.	Not Yet Submitted to Hillard Heintze

Finding #	79	Evaluation of employee performance is not an institutionalized practice in the SFPD.		Compliance Measures	Status
Rec #	79.1	The SFPD should adopt a policy and implement the practice of completing regular performance evaluations of all department employees tailored to goals and objectives, job functions, and desired behavior and performance indicators.	1	Establish/re-establish a policy or procedure to conduct regular performance evaluations.	Not Yet Submitted to Hillard Heintze
			2	Ensure that policy or procedure allows for variation based upon role tasking and unit tasking.	Not Yet Submitted to Hillard Heintze
			3	Tailor performance evaluations to goals, objectives, functions and organizational strategy.	Not Yet Submitted to Hillard Heintze
			4	Establish policy and practice for performance evaluations.	Not Yet Submitted to Hillard Heintze
			5	Conduct regular performance evaluations.	Not Yet Submitted to Hillard Heintze
			6	Ongoing review and audit that evaluations are conducted.	Not Yet Submitted to Hillard Heintze
			7	Overall review of the evaluation process and improvement loop.	Not Yet Submitted to Hillard Heintze

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

Finding #	80	The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.	Compliance Measures		Status
Rec #	80.1	The SFPD should create a policy governing the reporting of criminal activity and administrative misconduct uncovered during any type of covert investigation. Such policies will prepare the department for complex legal situations with multijurisdictional responsibilities for either criminal or administrative investigations into officer conduct.	1	Establish an internal policy and protocol for ongoing criminal investigations into SFPD officers.	Not Yet Submitted to Hillard Heintze
			2	Work with both the DA and the AUSA for the Northern District California to establish policies and protocols for criminal investigations into SFPD officers.	Not Yet Submitted to Hillard Heintze
Rec #	80.2	Clear communication protocols, responsibilities, and roles need to be established among the key partners responsible for investigations into criminal conduct and address administrative misconduct by officers.	1	Establish internal communications and investigations protocols and procedures regarding investigations into officers.	Not Yet Submitted to Hillard Heintze
			2	Train detectives, IA and DPA personnel on the internal and external policies and procedures regarding investigations into police officers.	Not Yet Submitted to Hillard Heintze
			3	Continuous review and improvement loop.	Not Yet Submitted to Hillard Heintze

Rec #	80.3	The SFPD should develop clear and defined policies and protocols to address reporting and confidentiality requirements for officers investigating criminal activity and administrative misconduct of other police officers uncovered during any type of investigation.	1	Establish policy regarding how and when officer criminal conduct is to be disclosed when uncovered as part of any SFPD investigation.	Not Yet Submitted to Hillard Heintze
			2	Ensure appropriate training to all investigative officers within the SFPD.	Not Yet Submitted to Hillard Heintze
			3	Identify specific consequences for failure to adhere to disclosure policies.	Not Yet Submitted to Hillard Heintze
			4	Ongoing review and audit.	Not Yet Submitted to Hillard Heintze
			5	Evidence of remedial actions if warranted.	Not Yet Submitted to Hillard Heintze

CHAPTER 6 – RECRUITMENT, HIRING AND PERSONNEL PRACTICES					
Finding #	**81**	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool.**	**Compliance Measures**		**Status**
Rec #	81.1	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.	1	Hiring and background standards publicly available and easily accessible to community.	Yes
			2	Hiring and background standards detailed in a clear manner.	Yes
			3	Evidence of activities and resources (e.g., pamphlets, social media outreach, etc.) to support candidate preparation.	Yes
			4	Ongoing review and continuous improvement loop established.	No
Rec #	81.2	The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.	1	Establish data collection plan for demographics.	No
			2	Collect for each hiring process stage.	Yes
			3	Internally and externally publish statistics annually.	No
Rec #	81.3		1	Develop data collection plan to collect, track and report applicant data –	Not Yet Submitted to Hillard Heintze

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 other outreach event, school career center, radio, television, 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.			
		including how and where applicants engage in the recruiting process.	
	2	Evidence of robust data tracking and department use of data at each phase of the process.	Not Yet Submitted to Hillard Heintze
	3	Reports using data for all categories identified in the recommendation.	Not Yet Submitted to Hillard Heintze
	4	Ongoing review and/or audit for identification of trends, issues, process adjustments, etc.	Not Yet Submitted to Hillard Heintze

Finding #	82	The SFPD does not fully engage its applicants throughout the hiring process	Compliance Measures		Status
Rec #	82.1	The SFPD should develop an active social media and website presence to entice qualified candidates and keep them engaged throughout the application process.	1	Evidence of social media posts/website material/other activities conducted to attract candidates.	Yes
			2	Evidence of process and practices for maintaining engagement of candidates.	Yes
			3	Feedback mechanism established to determine efficacy of outreach tools and applicant engagement.	Yes
			4	Ongoing review of results and continuous improvement loop established.	No
Rec #	82.2	The SFPD should consider creating information boards and "applicant only" websites and providing ongoing updates and department information to applicants during the hiring process.	1	Consideration of information boards and applicant websites.	Not Yet Submitted to Hillard Heintze
			2	Plan to update and advise applicants during the process.	Not Yet Submitted to Hillard Heintze
			3	Evidence of ongoing updates during the applicant process.	Not Yet Submitted to Hillard Heintze

Finding #	83	The SFPD is not administering a physical ability test (PAT).	Compliance Measures		Status
Rec #	83.1	The SFPD should work with City HR to reinstitute a valid PAT that is aligned with current policing and state POST requirements within 180 days of this report.	1	Evidence that department collaborated with City HR to reinstitute a PAT.	Not Yet Submitted to Hillard Heintze
			2	PAT requirements comport with state POST requirements.	Not Yet Submitted to Hillard Heintze
			3	Evidence that standard PAT practices were reviewed and incorporated, if appropriate, prior to reinstituting PAT.	Not Yet Submitted to Hillard Heintze
			4	Evidence that efforts with City HR to reinstitute PAT occurred prior to April 12, 2017.	Not Yet Submitted to Hillard Heintze
			5	Ongoing review of PAT practices and continuous improvement loop established.	Not Yet Submitted to Hillard Heintze
Rec #	83.2	The SFPD should continuously evaluate the PAT process to ensure no unintended impact for any of the diverse candidates it seeks to hire.	1	Ongoing review of PAT process for unintended impacts/outcomes and continuous improvement loop established.	No

Finding #	84	SFPD recruitment and hiring practices are disjointed.	Compliance Measures		Status
Rec #	84.1	The SFPD should reorganize its recruitment and hiring practices under one bureau to provide cohesion and ensure resources are strategically used toward recruiting and hiring goals.	1	Single SFPD Bureau established for recruitment and hiring.	No
			2	Evidence of strategy addressing bureau goals, objectives, resource use, etc.	No
			3	Ongoing review of bureau strategy and continuous improvement loop established.	No
Rec #	84.2	The SFPD should establish a recruiting and hiring committee to continuously improve and streamline processes for applicants. The process should be as user-friendly as possible.	1	Recruiting/hiring committee established.	Yes
			2	Evidence of actions undertaken to improve and streamline applicant processes.	Yes
			3	Evidence of actions undertaken to support a user-friendly applicant process.	Yes
			4	Recruitment and Hiring Committee conducts continuous review/improvement loop.	No

Finding #	85	The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.	Compliance Measures		Status
Rec #	85.1	The SFPD should continue supporting and overseeing this initiative and ensure the Recruitment Unit continues to implement best practices for recruitment, training, and outreach to improve diversity and cultural and linguistic responsiveness of the SFPD.	1	Evidence of continued oversight and support of recruitment activities.	Not Yet Submitted to Hillard Heintze
			2	Ongoing review of best practices for recruitment, training and outreach, and continuous improvement loop established.	Not Yet Submitted to Hillard Heintze
			3	Evidence that recruitment activities support diversity, cultural and linguistic goals.	Not Yet Submitted to Hillard Heintze
			4	Establish measures for determining effectiveness of recruitment activities.	Not Yet Submitted to Hillard Heintze
Rec #	85.2	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.	1	Evidence of consideration of assigning more community outreach and recruiting officers to support recruitment efforts.	Yes
			2	If decided to act, resources used to support recruitment efforts/engagement with underrepresented communities.	Yes
			3	If decided to act, establish measures for determining effectiveness of recruitment activities.	No

Rec #	85.3	The SFPD should expand its community partnerships and outreach to create a community ambassador program to identify and train community leaders to aid in the SFPD's recruitment process.	1	Plan for an ambassador program, including roles and responsibilities.	Not Yet Submitted to Hillard Heintze
			2	Conduct outreach and identify community leaders that include diverse perspectives.	Not Yet Submitted to Hillard Heintze
			3	Training for ambassador program.	Not Yet Submitted to Hillard Heintze
			4	Implementation of ambassador program.	Not Yet Submitted to Hillard Heintze
			5	Continuous improvement loop.	Not Yet Submitted to Hillard Heintze

Rec #	85.4	The SFPD should explore approaches to measure or validate the effectiveness of their recruitment outreach and events. The SFPD could do a community satisfaction survey or conduct GIS analysis to see whether all communities have access to these events.	1	Plan measure effectiveness of recruitment outreach and events.	Not Yet Submitted to Hillard Heintze
			2	Survey or engagement with communities to identify recruiting efforts.	Not Yet Submitted to Hillard Heintze
			3	Review of GIS analysis as an option.	Not Yet Submitted to Hillard Heintze
			4	Evidence of review and analysis of recruitment outreach.	Not Yet Submitted to Hillard Heintze
			5	Continuous improvement loop – indicative of analysis and response.	Not Yet Submitted to Hillard Heintze

Finding #	86	The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.	Compliance Measures		Status
Rec #	86.1	The SFPD should staff the Background Investigation Unit with full-time investigative personnel who have the required training and requisite experience and who are invested in the area of investigations.	1	Background Investigations Unit staffed with full-time investigative personnel.	Not Yet Submitted to Hillard Heintze
			2	Investigative staff have requisite training and experience to conduct backgrounds.	Not Yet Submitted to Hillard Heintze
			3	Performance indicators or measures established for Unit investigative personnel to support professional task investment.	Not Yet Submitted to Hillard Heintze
Rec #	86.2	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.	1	Evidence of review and activities, if needed, to ensure diversity of background investigative staff.	No
			2	Evidence of continued oversight and review to ensure diversity of investigators.	No

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

Finding #	88	Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.	Compliance Measures		Status
Rec #	88.1	The SFPD should conduct ongoing review and analysis of release rates and their impact on diversity and identify mitigation measures to support the success of diverse candidates.	1	Conduct review and analysis of release rates.	Not Yet Submitted to Hillard Heintze
			2	Identification of any impact on the ability of diverse candidates to succeed.	Not Yet Submitted to Hillard Heintze
			3	Identification of mitigation measures to support the success of diverse candidates.	Not Yet Submitted to Hillard Heintze
			4	Continuous improvement loop and review.	Not Yet Submitted to Hillard Heintze
Rec #	88.2	The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.	1	Evaluation of recruit failures.	Not Yet Submitted to Hillard Heintze
			2	Identification of training support to address identified causes.	Not Yet Submitted to Hillard Heintze
			3	Implementation of mitigation procedures.	Not Yet Submitted to Hillard Heintze
			4	Continuous improvement and review loop.	Not Yet Submitted to Hillard Heintze

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

Finding #	89	The SFPD lacks a strategic plan for diversity including recruitment, retention, and advancement.	Compliance Measures		Status
Rec #	89.1	As part of the Strategic Plan (recommendation 39.1), the SFPD should develop a comprehensive diversity strategic plan that articulates the department's vision and commitment to organization-wide diversity initiatives including recruiting, hiring, and retaining a diverse and high-performing workforce. For this recommendation, the diversity strategic plan should • identify specific diversity recruiting priorities that are informed by empirical data that identify areas of underrepresentation; • identify specific recruiting activities and targets for diversity recruiting emphasis; • establish specific responsibilities for implementing and supporting action items for diversity program staff; • establish performance measures to track progress, solidify commitment, and ensure accountability across the organization for diversity in all ranks and units.	1	Develop and identify a strategic diversity plan for the department.	Not Yet Submitted to Hillard Heintze
			2	Include recruiting, hiring and retention goals and priorities for the department.	Not Yet Submitted to Hillard Heintze
			3	Identify diversity goals for current employees and units within the department.	Not Yet Submitted to Hillard Heintze
			4	Affix specific responsibility for each of the diversity tasks and goals.	Not Yet Submitted to Hillard Heintze
			5	Establish performance measurements linked to the strategic diversity plan.	Not Yet Submitted to Hillard Heintze
			6	Continuous review and improvement loop.	Not Yet Submitted to Hillard Heintze

Finding #	90	The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.	Compliance Measures		Status
Rec #	90.1	The SFPD should regularly and systematically capture and report the demographic composition of its supervisory, management, and senior leadership ranks to establish an ongoing mechanism to conduct comparative analyses against the overall workforce composition.	1	Demographic composition of supervisory, management, and senior leadership ranks captured and accessible for reporting.	Yes
			2	Establish an ongoing, repeatable process to conduct comparative analyses of data and report the results in a transparent manner.	No
			3	Ongoing review and continuous improvement loop established.	No
Rec #	90.2	The SFPD should commit to ensuring transparency and diversity in key assignments predicated on advancing and developing a talented and diverse pool of leaders.	1	Evidence of a plan to ensure transparency and diversity, consistent with Recommendation 90.1.	Not Yet Submitted to Hillard Heintze
			2	Identify an employee development plan that supports the diversity goals established under strategic diversity plan (Recommendation 89.1).	Not Yet Submitted to Hillard Heintze
			3	Implement strategies that advance diversity.	Not Yet Submitted to Hillard Heintze
			4	Continuous review and improvement loop based on measurements against goals.	Not Yet Submitted to Hillard Heintze

Finding #	91	The promotion process is not transparent.	Compliance Measures		Status
Rec #	91.1	The SFPD should increase the level of transparency of the promotion process and should clearly outline the qualifications required to advance for promotion.	1	Provide policy and standards for transparency and communications on promotions.	Not Yet Submitted to Hillard Heintze
			2	Identify and communicate requirements and qualifications for promotion.	Not Yet Submitted to Hillard Heintze
			3	Provide transparency for information on promotional placements.	Not Yet Submitted to Hillard Heintze
			4	Continuous improvement/review loop.	Not Yet Submitted to Hillard Heintze
Rec #	91.2	The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.	1	Evidence of a review and determination of the appropriate feedback for promotional candidates.	Not Yet Submitted to Hillard Heintze
			2	Framework for feedback aimed at improving knowledge and performance for future processes, if review supports such a process.	Not Yet Submitted to Hillard Heintze
			3	Continuous improvement loop.	Not Yet Submitted to Hillard Heintze

Rec #	91.3	The SFPD should ensure that there is diversity on the panel that oversees promotions and should consider adding community members or outside observers (or both) to the panel.	1	Evidence of a plan that ensure diverse panels for promotional testing.	Not Yet Submitted to Hillard Heintze
			2	Evidence of internal review of the placement of community members and/or outside observers to the promotional panel.	Not Yet Submitted to Hillard Heintze
			3	Implementation of Compliance Measures 91.3.1 and 91.3.2 in a manner that ensures diversity in the promotional panel.	Not Yet Submitted to Hillard Heintze
			4	Continuous improvement/review loop.	Not Yet Submitted to Hillard Heintze

Finding #	92	The SFPD does not require the Final Report of the President's Task Force on 21st Century Policing as required reading for the promotional exam.	Compliance Measures		Status
Rec #	92.1	The SFPD should require the Final Report of the President's Task Force on 21st Century Policing as reading for all promotions.	1	Policy establishing requirement to read 21ST Century Policing Final Report for all department promotions.	Yes
			2	Evidence of requirement included in promotional announcements.	No
			3	Evidence of 21st Century Policing Report question(s) included in promotional exams.	No
Rec #	92.2	The SFPD needs to require this assessment report as reading for all promotions.	1	Policy establishing requirement to read CRI-TA assessment report for all department promotions.	Yes
			2	Evidence of requirement included in promotional announcements.	No
			3	Evidence of assessment report question(s) included in promotional exams.	No

Finding #	93	The SFPD's Police Employee Groups (PEG) have a perception that their input and contributions to the department are not seriously considered.	Compliance Measures		Status
Rec #	93.1	The SFPD and the Police Employee Groups should look for ways to better institutionalize and incorporate their input into department operations where appropriate. Opportunities may include using members of the PEGs to • serve on department panels and committees; • help address issues of bias as part of the department's ongoing training by bringing forth their experience and perspective; • work as community ambassadors for community members or as recruiters for hiring; • address areas of institutional practices that could be considered biased.	1	Evidence of review of ways to improve communications between the SFPD and the PEGs.	Not Yet Submitted to Hillard Heintze
			2	Evidence of engaging PEGs on panels and committees.	Not Yet Submitted to Hillard Heintze
			3	Consideration of linking PEGs with the recommendations in Recommendation 85.3.	Not Yet Submitted to Hillard Heintze
			4	Evidence that PEG experience and perspective is included in ongoing bias training.	Not Yet Submitted to Hillard Heintze
			5	Evidence that PEG members are used in initiatives addressing institutional practices for bias.	Not Yet Submitted to Hillard Heintze
			6	Continuous review and improvement loop.	Not Yet Submitted to Hillard Heintze

Finding #	94	The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics.	Compliance Measures		Status
Rec #	94.1	The SFPD should identify its data needs for personnel and human resource analysis, including organizational diversity, succession and forecasting, training records, and separation data. The collection of data should allow the agency to conduct a barrier analysis.	1	Identify data needs that will support the staffing and resource planning for the SFPD.	No
			2	Assess gaps in the available data.	No
			3	Develop a plan to collect available data and establish future data goals and timeline.	No
			4	Identify barriers to implementation of the plan.	No
			5	Establish planning goals to overcome barriers.	No
			6	Continuous review and improvement loop.	No

Rec #	94.2	The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.	1	Identify key personnel and administrative data, consistent with Rec. 94.1.	No
			2	Establish data priorities.	Yes
			3	Develop and deliver data to managers.	Yes
			4	Implement data-led management decisions.	Yes
			5	Identify areas of potential improvement and implement where necessary.	Yes