

Compliance Measures for Community Oriented Policing Recommendations

Table Key

Highlighted rows are the recommendations identified as Priority One in Phase 1, and the compliance measures have been approved.

Highlighted rows are the agreed-upon recommendations identified for use in Phase 2, and the compliance measures have been approved.

Recommendation contains a reference to a best practice.

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.	
			2	Community outreach policies and practices demonstrate commitment to procedural justice.	
			3	Evidence of continued outreach and public commitment to procedural justice.	
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.	
			2	Evidence of SFPD command engagement at the neighborhood level through ongoing review/improvement loop. Ensure that community is involved in the assessment process.	

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.	
			2	Establish an audit or review loop to ensure that the recommendations are being implemented with community input.	
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.	
			2	Includes plan for addressing community policing that is informed by contemporary police practices.	
			3	Includes plan for addressing bias that is informed by contemporary police practices.	
			4	Includes plan for addressing department diversity that is informed by contemporary best practices.	
			5	Review or audit to ensure plans are implemented and to evaluate effectiveness.	
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.	
			2	Evidence of how leadership is leading the initiative and providing mentorship to the community and department members.	

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.	
			2	Evidence that the committee is comprised of community members and department members from various sections of the department.	
			3	Evidence of collaboration in developing strategies and policies for community and neighborhoods disproportionately affected by crime.	
			4	Evidence of collaboration in developing policies and strategies for resource deployment aimed at crime reduction by improving relationships and community engagement.	
			5	Ongoing review or audit that ensures the work of the committee is implemented and continues to address issues collaboratively.	
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.	
			2	The needs analysis completed by July 12, 2017.	
			3	Evidence the department identified benchmarks for training to support development of the needs analysis.	

			4	Evidence of a prioritized training plan based on the needs analysis.	
			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.	
			6	Ongoing review/improvement loop.	
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.	
			2	Ensure it addresses all technology gaps identified in Report.	
			3	Ensure it identifies organizational technology needs.	
			4	Ensure it establishes a plan for development of IT enterprise and budget forecasting to support technology needs/plan.	
			5	Implement a technology needs plan.	
			6	Evidence that existing systems were reviewed and integrated into the plan, if appropriate.	
			7	Evidence that Department information is analyzed and used to support management decisions.	
			8	Ongoing review loop to address technology advancements, trends and other issues.	
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	1	Evidence of gap analysis process conducted by SFPD.	

		be completed within six months of the issuance of this report.	2	Gap analysis results identify SFPD's information gathering, analyzing, and sharing assets and capabilities.	
			3	Gap analysis results reflect comparison between SFPD assets/capabilities and established modern best practices.	
			4	Gap analysis conducted by April 12, 2017.	
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.	
			2	Assessment results identifies opportunities for consolidating platform and product offerings.	
			3	Assessment results provide enterprise solutions across the organization.	
			4	Assessment completed by April 12, 2017.	
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.	
			2	Evidence roadmap addresses migration of technology platforms to modern architecture.	
			3	Technology roadmap completed by October 12, 2017.	

			4	Ongoing review loop to ensure progression of the roadmap and that it accounts for IT advances that address trends and other issues.	
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.	
			2	Evidence that the policies and procedures identify enterprise application replacement strategies for improving data collection, analysis, and dissemination technologies.	
			3	Policies and procedures established by October 12, 2017.	
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.	
			2	Ensure the plan identifies community policing goals, objectives, and outcomes for all units.	
			3	Evidence of review or audit process to assess plan implementation and effectiveness.	
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	1	Develop a strategic plan that is informed by best practices by April 12, 2017.	

		<p>months of the issuance of this report that clearly defines the following:</p> <ul style="list-style-type: none"> • 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, 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. 	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.	
			3	The plan identifies the framework for the planning process.	
			4	The framework results in a plan that supports the coordination of priorities and objectives across individuals, work groups, and key operating divisions.	
			5	The plan identifies the department’s strategy to engage the community, obtain community input, and develop support for the plan and its success.	
			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.	
			7	The plan identifies how the department will measure individual performance and participation towards accomplishing departmental goals.	
			8	Evidence of review or audit process that evaluates the department’s progress in meeting plan goals and objectives.	
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.	

			2	Evidence of the decision and the resulting action, as applicable.	
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.	
			2	Evidence, that includes a community outreach component, that department considered whether foot and bicycle patrol will bridge the trust gap in the community.	
			3	Evidence that the department considered whether foot and bicycle patrol will solve crime effectively.	
			4	Evidence of the decision and the resulting action, as applicable.	
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.	
			2	Evidence that the measurable goals are incorporated into the department's Compstat processes.	
			3	Development completed by April 12, 2017.	
			4	Review or audit to assess effectiveness.	
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.	
			2	Process requires department units collaborate regarding community policing efforts.	
			3	Implement the process by April 12, 2017.	
			4	Evidence of review process results/actions.	

			5	Periodic review/improvement loop process.	
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.	
			2	Evidence of collaborative process amongst SFPD, governmental, and community stakeholders used for problem solving on issues.	
			3	Plans that address issues.	
			4	Periodic review/improvement loop process.	
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.	
			2	Posted in forums that are accessible to the community and department members, including its public internet website.	
			3	Review or audit process to ensure results are published and accessible.	
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.).	
			2	New community policing and problem-solving manual that is informed by contemporary policies and best practices on community policing.	

			3	Manual completed by October 12, 2017.	
			4	Evidence of dissemination to members.	
			5	Periodic review/improvement loop process.	
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.).	
			2	Ensure order reflects priorities, goals, and actions of the department as informed by best practices.	
			3	Periodic review of order to support updates, relevancy, improvement loop.	
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.	
			2	Evidence that the community policing initiatives are consistent with the strategic community plan required by these recommendations.	
			3	Evidence of departmental support to captains on community policing.	
			4	Review or audit to ensure district goals are consistent with the strategic plan.	

Rec #	42.2	The SFPD should create an overall structure to manage the department's approach to community policing driven by a committee of senior leaders and district captains.	1	Structure created to manage approach to community policing.	
			2	Process is led by senior leaders and district captains.	
			3	Review loop to monitor progress and growth.	
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.	
			2	Evidence that district captains engaged in best practices are recognized.	
			3	Plan to use recognized captains to train and educate other captains.	
			4	Review loop and/or establish a process to ensure process is institutionalized.	
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.	
			2	Evidence of uniform architecture and consistent format of newsletter.	
			3	Evidence of easy data and content uploading and professional appearance.	
			4	Evidence of template use by districts and distribution to community.	
Finding #	43	The SFPD engages in a range of successful activities, programs, and community partnerships that support community policing tenets, particularly those coordinated through the Youth and Community Engagement Unit.	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,	1	Plan to implement, support, and expand community policing programs.	

		and The Garden Project.	2	Evidence of continued active engagement and support of existing community programs.	
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.	
			2	Evidence of support for neighborhood youth development initiatives/programs.	
			3	Ongoing review/improvement loop to ensure partnerships are identified and prioritized for support and engagement.	
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.	
			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.	
			3	Evidence of a range of training topics and outreach to engage community participation.	
			4	Ongoing review and continuous improvement loop for training topics and participation.	
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.	
			2	Plan to engage and issues identified to be addressed.	

			3	Evidence of effort to collaborate building trust and resolving issues.	
Finding #	44	The Professional Standards and Principled Policing Bureau’s mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented.	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.	
			2	Evidence of plan and action(s) to advance community policing within department.	
			3	Evidence of plan and action(s) to advance community policing in San Francisco communities.	
			4	Evidence of review and improvement process that evaluates community policing outreach effort.	
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.	
			2	Tasked with strategy and implementation plan.	
			3	Plan includes implementation of Pillar four recommendations in 21 st Century Task Force.	
			4	Plan includes implementation of recommendations in Report.	
			5	Evidence of review or audit process to track progress of implementation effort.	

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.	
			2	PSPPB staff reflects department and community diversity.	
			3	Practices and protocols directed at community policing efforts coordinated and monitored.	
			4	Ongoing review and continuous improvement loop regarding effectiveness of community policing efforts.	
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.	
			2	Evidence (e.g., agendas, minutes) that meetings focused on community policing plans and outcomes, cross-organizational goals.	
			3	Electronic platform created and used to support routine engagement and information sharing.	
			4	Ongoing review or audit process to determine meeting outcomes, effectiveness of the electronic platform, and organizational impact.	
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.	
			2	Evidence that each unit has written strategic plan informed by contemporary police practices that embraces community policing.	
			3	Evidence that unit plans have measurable goals and identify progress toward meeting the goals.	
			4	Review or audit process to evaluate unit community policing efforts.	
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.	
			2	Video messages developed, with department leaders providing key messages.	
			3	Evidence of use of video messages across the department.	
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.	
			2	If adopted, identify training and implementation plan. If not, identify alternative approach.	
			3	If adopted, review or audit process to evaluate training and implementation.	
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 reinstating Form 509 or other such instruments to allow for consistency in data collection and reporting.	1	Evidence of a plan to prioritize data collection practices measuring community policing.	
			2	Form or other process to collect community policing data.	
			3	Establish policy, protocols, and training that ensure consistency in data collection and reporting.	
			4	Evidence of audit or review process to confirm data collection and use by the department to improve community policing outreach.	
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.	
			2	Evidence of regular assessment of community engagement programs.	
			3	Assessment assures community engagement programs are based on sound management practices.	
			4	Assessment includes input from participants and community partners.	
			5	Ongoing review or audit process to evaluate the sound measurement practices and their effectiveness on community engagement.	
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.	
			2	Evidence of plans and practices based upon shared good practice .	

			3	Communication plan to ensure information and good practice is shared among members, captains.	
			4	Review or audit process to ensure process of information and good practice sharing is institutionalized.	
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.	
			2	Methods used to obtain input from the community.	
			3	Evidence of review of survey to the community and the outcome.	
Rec #	46.5	The SFPD should publish and post any community survey results.	1	Evidence of community survey, if conducted.	
			2	Survey results published posted, and publicized, if survey conducted.	
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.	
			2	Evidence of survey result evaluation to determine if department provides fair and impartial treatment.	
			3	Evidence of survey result evaluation to identify gaps in service.	

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.	
			2	Points of access are communicated to and easily accessible to community.	
			3	Evidence that such communications are reviewed and supported by the appropriate parties (e.g., the station captain).	
			4	Ongoing and continuous review and improvement loop for process.	
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.	
			2	Evidence of efforts to enhance messaging and awareness of department community policing initiatives and ongoing programs.	
Finding #	48	The SFPD needs to develop a robust, broad-based community forum for input on policing priorities across all communities.	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.	
			2	Evidence that community forum groups have been re-established or established.	
			3	Evidence that groups are structured and tasked to engage in problem solving.	

			4	Evidence of focus on issues unique to each group.	
			5	Ongoing review or audit to ensure problems and issues are being addressed satisfactorily.	
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).	
			2	Report identifies and tracks the issues raised by the forum groups.	
			3	Report provides the status or progress made in resolving issues raised by the groups.	
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.	
			2	Evidence that all personnel have completed customer service and engagement training.	
			3	Evidence of proficiency in training – e.g., a passing grade or completion.	
			4	Ongoing improvement loop, including review or audit to ensure participation, learning needs review and follow up, when needed.	

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.	
			2	Training plan for community policing training delivered in the field if FTO are used, if not, explanation provided regarding the decision.	
			3	Review to determine effectiveness of training support to field personnel on community engagement.	
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.	
			2	Training to include procedural justice foundational concepts.	
			3	Ongoing review/training improvement loop.	
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.	
			2	Audit/review to ensure adherence to policy requirement.	
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.	

			2	Evidence of roll calls, in-service, community meetings as forums for such discussions.	
			3	Review or audit to ensure ongoing discussions.	
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.	
			2	Evidence of procedural justice training to all personnel.	
			3	Evidence of explicit/implicit bias training to all personnel.	
			4	Evidence of annual review with each officer.	
			5	Review or audit to ensure ongoing compliance with training mandate.	
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.	
			2	Training exchanges focused on areas identified in recommendation.	
			3	Identification of training exchange outcomes/potential training enhancements.	

			4	Evidence of actions resulting from training exchanges/observations, if applicable.	
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.	
			2	Strategy to prioritize or deliver services to homeless community.	
			3	Review/audit to ensure ongoing provision of appropriate services.	
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.	
			2	Evidence of joint strategic planning with partners to address homelessness.	
			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.	
			4	Ongoing review of effectiveness in reaching strategic goals and level of service delivery.	

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.	
			2	Evidence that analysis is ongoing and data and strategies are published in an accessible format.	
			3	Evidence that data analysis results are used to drive strategic decisions.	
			4	Review or audit to ensure process is ongoing and drives continued improvement.	
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.	
			2	Establish policy and practice for consistently measuring performance.	
			3	Evidence of a continual improvement loop relative to performance metrics.	
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.	
			2	Evidence of award and recognition for officer decisions that result in de-escalation and good community outcomes.	
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.	
			2	Evidence of an officer of the month recognition for good community engagement practices.	
			3	Evidence of leadership engagement that supports cultural value to the award.	
			4	Evidence of ongoing review and assessment of the goals of the recommendation.	