

# Collaborative Reform Update



CITY & COUNTY OF SAN FRANCISCO

## Police Department

Executive Director Catherine McGuire  
Strategic Management Bureau

# Overview

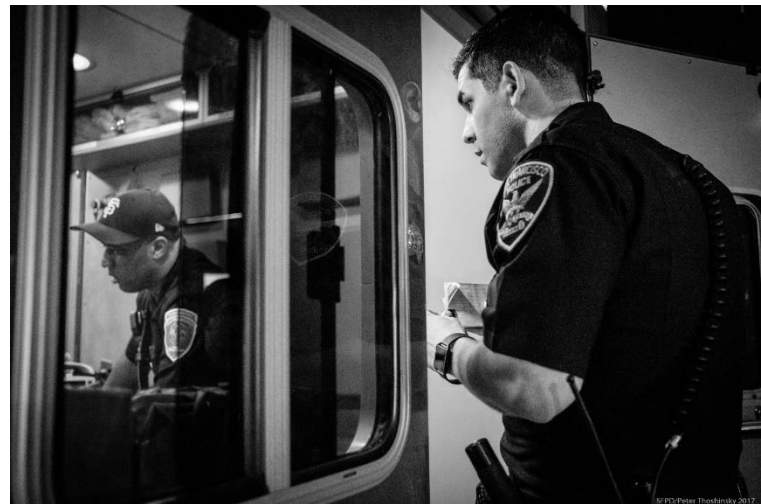
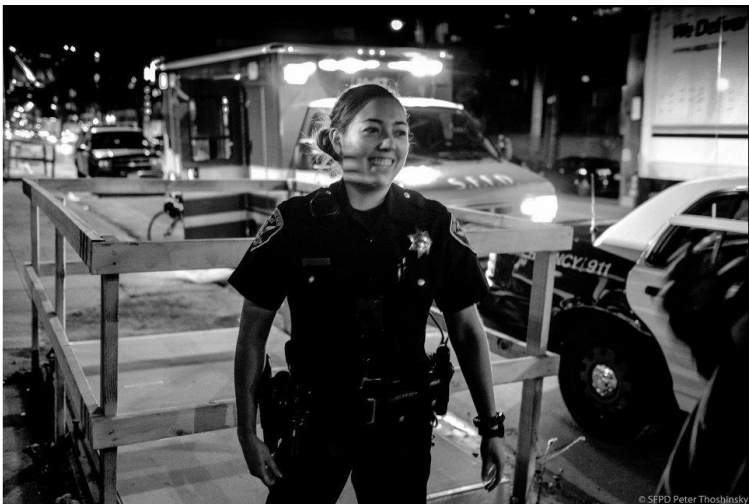
- Newest proposals for reform:
  - Independent
  - Local
- High-level progress update
  - Use of Force
  - Community Policing
  - Accountability
  - Bias
  - Hiring, Recruitment, Diversity
- Future improvements
  - Plan for Phase 3
  - Final Planning

## SFPD Mission



SFPD stands for safety with respect for all. We will:

- Engage in just, transparent, unbiased, and responsive policing
- Do so in the spirit of dignity and in collaboration with the community
- Maintain and build trust and respect as the guardian of constitutional and human rights





“...the whole world is speaking to us and we need to hear what’s being said and what’s being said is, **we have to change the way we do policing in this country.** And I think for me, I’m open to that.” –Chief Scott

# Independent: CampaignZero's #eightcantwait



Of agencies reviewed, San Francisco and Tucson were the only ones to meet all eight use of force requirements

# Proposals for Reform: Local

Mayor Breed adds four elements in her announcements:

## **Demilitarize Police**

- “Establish an explicit policy barring the use of military-grade weapons against unarmed civilians.”
- “Inventory and plan how to divest the Department of any such weapons”

## **End Use of Police as a Response to Non-Criminal Activity**

- “work to divert non-violent calls for service away from SFPD to non-law enforcement agencies”
- “improve direct connection to community-based or City service providers, such as the CAHOOTS model of crisis response”

## **Address Police Bias and Strengthen Accountability**

- “identify and screen for indicators of bias, improve training systems, improve data sharing across Departments, and strengthen the SFPD’s Early Intervention System for use of force violations”

## **Redirect Funding for Racial Equity**

- “divestments from law enforcement will support intentional investment of funds in programs and organizations that serve communities that have been systematically harmed by past City policies”

## New Changes Underway

- A proposal to revise the Use of Force General Order to increase reporting requirements and standards for sidearm deployment. Specifically:
  - Requiring UoF reporting after almost every use of force, even when no persistent complaint of pain is presented
  - Requiring UoF reporting when pointing a weapon at the low ready towards an individual
  - Increasing rationale for drawing of a sidearm from 'reasonable cause' to 'objectively reasonable facts'
- Department Notice banning the placement of weight on the neck and throat
- Department Notice banning the publishing or posting of suspect photos
- Department joins the national FBI UoF Database

# Collaborative Reform Initiative Timeline

2016

- Request to USDOJ for assessment
- Report released in October with 272 recommendations
- Implementation work begins

2017

- Implementation work continues
- COPS office ends communication (April) and ends relationship (September)
- Mayor, Commission, SFPD commit to ongoing work

2018

- Formal engagement with CADOJ (February)
- Contract with Hillard Heintze begins (June)
- Compliance measures developed and agreed to; evaluation process re-starts

2019

- First report by CA DOJ on progress released (May)

2020

- Second Report Released (March)



# Progress Update

- In addition to the many smaller changes, divided by CRI objective, there are fundamental structural changes that touch all aspects of the department:
  - Strategic Planning (sets tone and direction)
  - Policy revisions
  - Data collection systems and reporting
  - Academic partnerships
  - Sustainability (auditing and continuous improvement)

# Progress to date: Use of Force

**USE OF FORCE**  
**STATUS OF 58 RECOMMENDATIONS**  
**EXECUTIVE SPONSOR: COMMANDER ROBERT O'SULLIVAN**



50% of Use of Force Recommendations are Substantially Compliant, as confirmed by the California Dept of Justice

**Total Use of Forces by Quarter**  
**Q1 2016 - Q1 2020**



Since the 1st quarter of 2016, total uses of force has decreased by 49% (952 to 487). Additionally, pointing of a firearm has decreased by 60% (648 to 259)

- Implementation of the Crisis Intervention Team (CIT) updated training protocols has resulted in:
  - 99% of the patrol division trained in the CIT team tactics course, and 57% trained in the intensive 40 hr course.
  - This additional training has also resulted in only 65 incidents out of 50,840 CIT related calls for service, which equates to 0.13%, involving a use of force.
- CIT trained personnel distribution audited, and evenly spread across the department (12.2)
- SFPD training records are now fully automated (6.3)

# Upcoming Progress: Use of Force

Recommendations that have passed pre-screening and are just pending paperwork and submission:

5

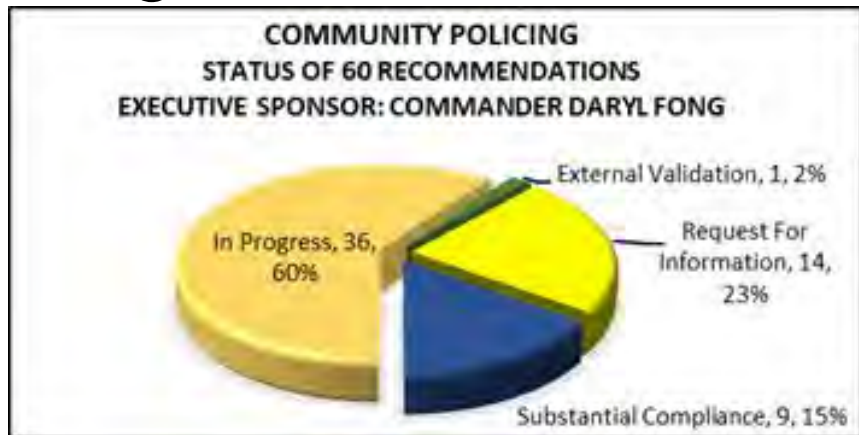
10.1, 12.2, 19.1,  
19.2, 19.3

Red denotes RFI response



- Revisions to Use of Force Policy (as mentioned above)
- FT/FO reviews of Uses of Force to loop back into training improvements (4.7)
- Public outreach and education regarding use of force and officer involved shooting investigations (15.1, 15.2)
- On-scene protocols for OIS including officer statements (18.2, 18.3)

## Progress to date: Community Policing



31% of Recommendations have been turned in for review, with 23% being returned with questions. Another 60% continue to be worked on by the SFPD.



Community Members and the Controller's Office assist in the drafting of the Department's Community Policing Strategic Plan

- The San Francisco Police Department Community Engagement Division convened an Executive Sponsor Working Group (ESWG) comprised of SFPD and community stakeholders to create the Department's first Community Policing Strategic Plan (40.1.) with specific, measurable goals (40.5)
- Developed a technology gap, needs and portfolio management analysis (39.5, 39.6, 39.7) that informs the department's Five year Technology plan (39.8) to include lifecycle management of major technology systems (39.9.)

## Upcoming Progress: Community Policing

Recommendations that have passed pre-screening and are just pending paperwork and submission:

3

40.3, 50.1, 50.2

Red denotes RFI response

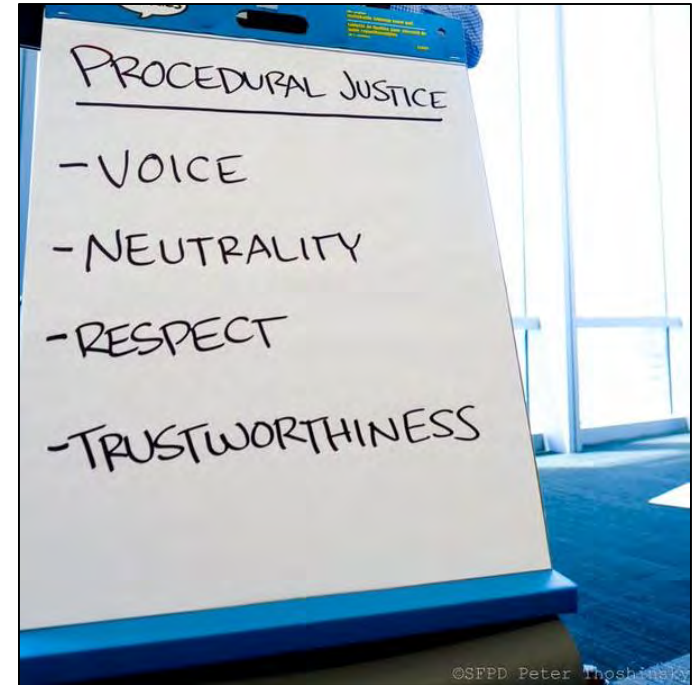


- Demonstrating procedural justice commitment in outreach to communities (38.1)
- Consider patrol assignments in alignment with CP Strategic Plan (40.3)
- IT Support for newsletters and identification of best practices in community engagement (42.3, 42.4)
- 21<sup>st</sup> Century Policing report as mandatory reading; roll call training (50.1, 50.2)
- Engage partners and align resources around homelessness issues (52.1, 52.2)

# Progress to date: Accountability



40% of Recommendations have been turned in for review, with 11% being returned with questions. Another 60% continue to be worked on by the SFPD.



- Integrated the tenants of procedural justice into training and emphasized the importance and authority of the Internal Affairs Division to members (63.1, 63.2)
- Established a written protocol and timeline for case transfer between SFPD and DPA (60.2)
- Worked with DPA and the Commission to re-write DGO 3.01, the policy on policies. (71.1, 75.2)
- SFPD/District Attorney MOU for Officer Involved Shootings signed into effect April 2019. Several OIS investigations are ongoing in parallel with SFPD ISD.

## Upcoming Progress: Accountability

Recommendations that have passed pre-screening and are just pending paperwork and submission:

21

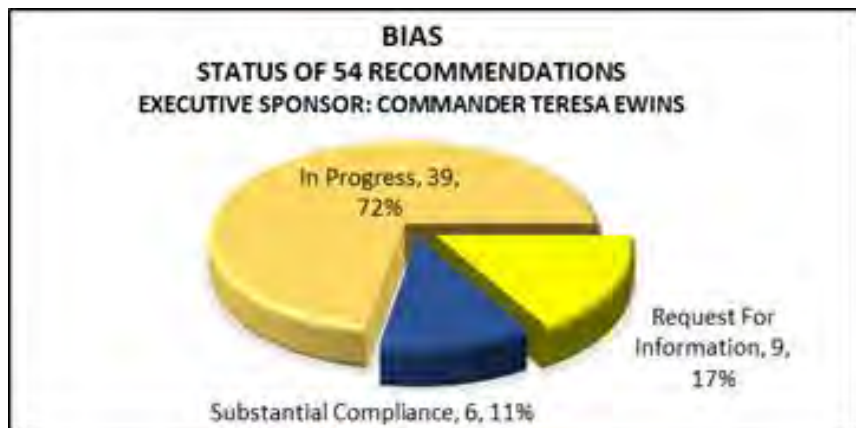
56.2, **57.1**, 58.1, 63.3,  
**66.1**, **66.2**, 66.3, 67.1,  
68.1, **70.4**, 74.1, 74.2,  
75.3, 76.1, 76.2, 77.1,  
77.2, 78.1, 80.1, 80.2,  
80.3

Red denotes RFI response

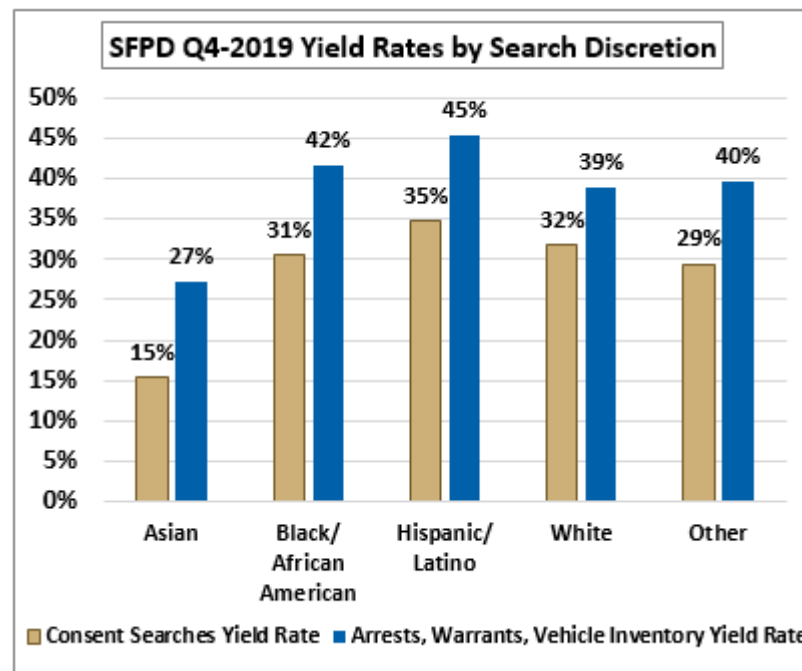


- Identify ways to improve transparency around officer misconduct (55.1, 56.1, 56.2).
- Better education of personnel surrounding complaint process (57.1, 57.3)
- Improvements to complaint reporting process (58.1, 60.3, 64.5, 65.1)

# Progress to date: Bias



28% of Recommendations have been turned in for review, with 17% being returned with questions. Another 72% continue to be worked on by the SFPD.



- The San Francisco Police Department (SFPD), worked with its Bias Working Group to update department policy, which resulted in an updated:
  - Department General Order (DGO) 5.17; Policy Prohibiting Biased Policing, including a first in state definition and policy around 'bias by proxy',
  - Updated DGO 11.07; Discrimination and Harassment,



# Upcoming Progress: Bias

Recommendations that have passed pre-screening and are just pending paperwork and submission:

9

24.5, 25.1, 25.4,  
26.3, 29.3, 29.4,  
33.1, 34.1, 34.2

Red denotes RFI response

- Strategic Plan (25.3)
- Appropriate electronic use standards and auditing report (24.5, 24.6)
- Roll call training and roll-out of 5.17 (25.1, 25.2)
- Documenting stops data system, use and reporting (35.1)



The poster features the San Francisco Police Department logo in the top right corner. The main title is "Blue Courage's Inclusive Leadership" with the subtitle "The Core of a Champion". The text describes inclusive leadership as ground-breaking diversity education. At the bottom, it provides contact information for registration: "To register, contact: Ofc. Jimmy Tran at 415-575-7134 or jimmy.tran@sfgov.org". A small logo is in the bottom right corner.

**Blue Courage's  
Inclusive Leadership**  
The Core of a Champion

Inclusive Leadership is ground-breaking diversity education that prepares individuals and teams to excel in a global environment of constant change, shifting demographics, generational mindsets and collaborative teams. Through a combination of experiential learning and classroom presentations, Inclusive Leadership will create a greater understanding and support that will effectively transform your team.

**INCLUSIVE LEADERSHIP**

21st Century diversity is about mission readiness, building trust, strengthening relationships, developing talent and creating high-performance team members and leaders. This 3-day class creates awareness and understanding of the impact of diversity and inclusion in a 21st century world. This class is charged with facts and values of diversity that will challenge viewpoints and help to develop strategies that will lead to greater organizational effectiveness. Participants will learn the expanding meaning and effects of diversity and inclusion, while gathering information that will help them to connect their personal belief systems and goals to the objectives to the organization. They also learn the importance of respect, interdependence and how to begin practicing it.

To register, contact:  
Ofc. Jimmy Tran at 415-575-7134 or jimmy.tran@sfgov.org

# Progress to date: Recruitment, Retention and Diversity

RECRUITMENT, HIRING AND PERSONNEL PRACTICES  
STATUS OF 32 RECOMMENDATIONS  
EXECUTIVE SPONSOR: COMMANDER STEVE FORD



SFPD Recruiting continues to focus on a broad and diverse range of candidates.

44% have been turned in for review, with 35% being returned with questions. 72% continue to be worked on by the SFPD.

- Mandated the 2016 DOJ Report as reading for department members (92.2)
- Analyzed and addressed hiring and retention barriers (94.1, 94.2).
- Staffing and Deployment Unit now provides insights on hiring, retaining, and deploying our most important resources - our people.
- Recruitment and Background Units merged under Staff Services to create a seamless process to address candidate quality, diversity and retention rates.

# Upcoming: Recruitment, Retention and Diversity

Recommendations that have passed pre-screening and are just pending paperwork and submission:

3

88.1, 88.3, 90.1

Red denotes RFI response



- Analyze and publish demographics of recruits (81.2)
- Ongoing review of recruit release rates (88.1, 88.2, 88.4)
- Expanding community programming to improve recruitment (85.1, 85.2, 85.3)

## Phase 3 Plan

- SFPD has performed an internal assessment as to status of outstanding recommendations:
  - Over 100 recommendations are expected to be completed by the end of Phase 3
  - Many recommendations are implemented and need documentation gathered and submitted it to CADOJ for review. For example:
    - Bias Rec. 25.1 is related to updating our Bias DGOs. (5.17 and 11.07)
      - Rec. 25.1 was just finished and is now the internal review process. This is a good example of a recommendation where we needed to pull documentation together. The SFPD, in partnership with the Bias working Group, has been meeting regularly (pre-COVID) to work on policy updates specific to Department General orders 5.17 and 11.07 for the past three years.

## Beyond Phase 3

- The remainder require a bit more time for the following reasons:
  - To finalize revisions on and demonstrate/document the work of revised policies
  - An “event” must happen (such as Community Policing Advisory Board meetings) to document minutes or that the event happened.
  - Require additional technology
  - Require a budgetary addition to implement
- SFPD expects to work with Hillard Heintze and CADOJ to develop a timeline and plan for the remaining recommendations.
- Beginning discussions on the approach for collaboration and/or involvement of our partners

Questions?

SAN FRANCISCO  
POLICE DEPARTMENT

