Recommendation 76.1

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Dear Lt. Altorfer,

Our office has completed its review of the materials related to Recommendation 76.1 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD making its General Orders and Bulletins digitally available to officers and personnel. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to 76.1: Recommendation 76.1 and 76.2 were concurrent recommendations and documents submitted for 76.2 were reviewed and accepted in support of 76.1. To meet the 76.1 recommendation, SFPD used the PowerDMS web-based document management system. The Written Directives Unit was already using the PowerDMS for the Department General Order (DGO) and Department Bulletin drafting, concurrence, and approval processes. SFPD has now rolled out access to Power DMS, which includes a database of DGOs and Bulletins, to all officers and staff.

As part of the rollout, SFPD implemented a 45-day soft rollout to Southern Station users beginning in June of 2020. SFPD created a survey to Southern Station users to determine if the training on the system was useful and what additional training may be needed before the department-wide rollout. SFPD offered a training on PowerDMS on nine occasions during July and August of 2020. The department-wide rollout was effective on August 17, 2020.

The SFPD Information Technology Division Project Management Office created a project plan and timeline for rollout of PowerDMS. The plan included a planning, execution, and production phase and all phases are now complete.

Additionally, SFPD has articulated its policy update and publication process in policy. On August 7, 2019, SFPD published DGO 3.01, Written Communication System. Under the DGO, the Written Directives Unit is responsible for electronically publishing and distributing directives, including DGOs and Bulletins, on the Department network and SFPD must provide officers and staff with electronic access to directives in a searchable database. A draft Unit Order designates the Written Directives Unit as the unit responsible for providing that access and provides 24 hours after final approval of a directive for it to be published on PowerDMS. While Cal DOJ is satisfied with the Unit Order's directive that the WDU "should" update Power DMS, Cal DOJ suggests that SFPD, going forward, use mandatory language like "will" or "must" to ensure that the task will be done.

Based upon all of the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss these further. Thank you.

Finding # 76	Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible.
Recommendation # 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.

Recommendation Status	Complete Partially Complete In Progress
	Not Started No Assessment

Summary

This recommendation arises out of a finding that seeks to digitize DGOs and the department has done well in this regard. The SFPD has utilized PowerDMS, a digital platform, to provide the repository for the department's DGOs and DBs. This recommendation is centered on the planning and set-up for the electronic library and is linked to 76.2 which is the establishment of the library. This process has not been implemented yet, so while presumably too soon to find compliance with the recommendation, the agreed upon compliance measures speak to the process plan and the SFPD is substantially compliant in that regard.

As of this review, the SFPD has a plan and timeline with a live date of August 3, 2020. As to compliance measure 1, the plan and timeline are sufficiently defined. As to compliance measure 2, WDU is tasked with updating the electronic file as a result of the DGO directing their actions. As to compliance measure 3, while attachment #2 identifies a survey none of the results of the survey have been shared. These may or may not have affected the performance under compliance measure 3, but the questions without the data serves no purpose and confuses what is required. For compliance measure 3, the DGO establishes responsibility for the WDU to update the library. However, in that this system is not live, the actual process is not subject to review at this time. Given that SFPD is required to adhere to orders, the fact that this role falls to the WDU suffices for the SFPD to achieve substantial compliance on this measure.

One issue: as the SFPD moves through this process, the order identifies that the WDU should enter - it is our understanding that the WDU will enter the updates to PowerDMS in a timely and consistent manner. It is based on this interpretation that the SFPD is found to be substantially compliant with this recommendation.

Compliance Measures		Status/Measure Met
1	Establish a plan and timeline for the development of an electronic library for DGOs and DBs.	√ Yes ☐ No ☐ N/A
2	Task WDU with updates and maintenance of electronic library.	√ Yes ☐ No ☐ N/A
3	Establish continuous review and update of library.	√ Yes ☐ No ☐ N/A

Administrative Issues

The CRI team continues to have concerns over whether the WDU will be able to address the workload that it has been tasked with and reiterates this concern with this review. The schedule maintenance falls to WDU but none of the delivery authority rests within WDU. Rather – it sits with the operational units that host the SMEs. As the new matrix and process evolves, the SFPD is advised to provide close review of the taskings and delivery schedule.

Compliance Issues

This recommendation arises out of a finding that seeks to digitize DGOs and the department has done well in this regard. However, the reliance upon the WDU to ensure these orders are consistently updated is yet another undertaking by a unit that is already understaffed. The SFPD will need to monitor adherence to renewal schedules and the updating of DGOs and DBs online.

Collaborative Reform Completion Memorandum

Finding # 76: Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible.

Recommendation # 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.

Response Date: 6/10/2020

Executive Summary

The San Francisco Police Department (SFPD) has undertaken significant actions to provide all SFPD staff with access to an electronic repository of Department General Orders (DGO) and Department Bulletins (DB). In 2016, the Written Directives Unit (WDU) began using PowerDMS as the tool that would meet the department's needs and comply with the requirements outlined in the October 2016 Report ("2016 Report") issued by the United States Department of Justice's (DOJ) Collaborative Reform Team. The WDU has utilized PowerDMS for many facets of their work, in particular the drafting, concurrence and approval processes for DGOs and DBs. After review of this initial phase, the department has secured additional funding to enhance the PowerDMS system to make it the enterprise-wide system for electronic access to all DGOs and DBs.

Methodology

The SFPD Information Technology Division, Project Management Office (PMO) is working closely with the WDU and the PowerDMS vendor to implement the enterprise wide PowerDMS system. The PowerDMS project plan was developed in consultation with the vendor and WDU to develop a plan with realistic timelines and deliverables. Additional artifacts and documents published by the WDU have been collected and are included in this response to bring SFPD into compliance with this recommendation.

Compliance Measures:

1. **Establish a plan and timeline for the development of an electronic library for DGOs and DBs.**

The PMO has developed the project timeline based upon the required activities identified by the PowerDMS vendor and additional internal SFPD activities. The details below highlight a few of the activities within the PowerDMS Project Plan (See Attachment 1) that enable SFPD to comply with this recommendation:

- Planning Phase has been completed, we are now in the Execution Phase
- Execution Phase includes activities to determine User Security and Governance in the electronic library (12/4/19 – 4/20/20)

- o Determining the user group privileges to the electronic library
- o Create/setup groups to be utilized for security and document distribution in the electronic library
- o Determine process for long-term management of users and groups in the electronic library
- Execution Phase includes activities to develop a comprehensive Training Plan and training materials for SFPD users to use the electronic library (12/4/19 – 6/8/20)
  - o Coordinate with Training Division
  - o Identify Reporting Users for training
  - o Conduct admin user training
  - o Conduct Reporting User training
  - o Develop training materials
- Execution Phase includes testing of user access to the electronic library. Once an SFPD user logs in to their department issued desktop computer, they will simply click on a link and have access to the PowerDMS electronic library (1/17/20 – 6/8/20)
- Production Phase (6/1/20 – 9/1/20)
  - o Soft Rollout to Southern Station (6/15/20-7/31/20)
  - o SFPD Departmentwide Go-Live (8/3/20)

SFPD will implement a 45-day soft rollout to only the Southern Station users to examine the efficacy of the training approach and to adjust according to feedback during the soft rollout period. A user feedback survey will be conducted to determine which training methodology will be best suited for a department-wide rollout to ensure a successful implementation (See Attachment 2).

2. Task WDU with updates and maintenance of electronic library.

As stipulated in the San Francisco Police Department General Order 3.01.11, the WDU is responsible for providing SFPD staff with electronic access to directives in a searchable database (See Attachment 3). The WDU has issued a Unit Order that updated internal procedures for updating and maintaining the central repository of DGOs and DBs that reflect the unit's ability to perform this task utilizing the PowerDMS system (See Attachments 4, 5 and 6).

3. Establish continuous review and update of library.

As stipulated in the San Francisco Police Department General Order 3.01.10, the WDU is responsible for managing the concurrence process for the development and approval of DGOs and DBs. Once the DGO and DB has been approved by the Chief of Police, it will be published to the PowerDMS electronic repository according to Department General Order 3.01.11 and WDU Unit Order (See Attachments 3 and 4).

Collaborative Reform Completion Memorandum

The San Francisco Department General Order 3.01.06 (E) stipulates, "The Written Directives Unit shall be responsible for the ongoing review of all bulletins and notices. Bulletins shall either expire after (2) two years or be incorporated into an existing or new General Order as outlined in 3.01.06(D)" (See Attachment 3).

Additionally, the San Francisco Department General Order 3.01.01 (G) stipulates, "The Written Directives Unit shall be responsible for the ongoing review of all General Orders and maintain a General Order review matrix which may be updated or amended based on litigation, legislation or contemporary issues. The Written Directives Unit will provide an updated General Order review matrix to the President of the Police Commission, or designee, for approval as needed, but no less than once a year. A General Order assigned for review/amendment shall be submitted to the Police Commission for adoption no later than five years from the date listed on the General Order and every five years thereafter" (See Attachment 3).

WDU has already implemented the continuous review and updating of the Document Library containing DGOs and DBs within the PowerDMS system (See Attachment 7).

Attachments:

Attachment 1: PowerDMS Project Plan

Attachment 2: PowerDMS Training Survey

Attachment 3: San Francisco Police Department General Order 3.01

Attachment 4: Written Directives Unit Order

Attachment 5: PowerDMS Department General Orders screen shot

Attachment 6: PowerDMS Department Bulletins screen shot

Attachment 7: PowerDMS Document Library screen shot