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From: Tanya Koshy [REDACTED]
Sent: Thursday, August 5, 2021 2:25 PM
To: [REDACTED]
Subject: Recommendation 25.4

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Dear Acting Captain Altorfer:

Our office has completed its review of the materials related to Recommendation 25.4 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 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.

Response to Recommendation 25.4: SFPD conducted a needs assessment by working with the City of San Francisco's Department of Human Resources (DHR) to survey of its members. This survey occurred concurrent with the 2016 assessment conducted by the United States Department of Justice and thus was not part of the US DOJ's final assessment. From this survey, SFPD determined that there was a need for a biannual online course relating to anti-bias for supervisors.

In addition to the survey, SFPD has worked with various academic experts that focus on bias in policing, including Drs. Jennifer Eberhardt, Rebecca Hetey, and Jack Glaser to identify improvements to SFPD's trainings and to better understand the science of reducing bias, among other issues related to SFPD's anti-bias programs.

From there, SFPD made various changes to its trainings. SFPD developed a principled policing course that went beyond the POST-mandated training topics. This course was included with the 40-hour advanced officer/continued professional training program, attended by line officers and sergeants. In 2017 and 2018, all sergeants were also required to attend a two-day course facilitated by DHR called "Creating an Inclusive Environment." All SFPD members are also required to take another DHR course called Managing Implicit Bias. Finally, starting in December 2020, the SFPD Sergeants Leadership Seminar (a training that newly promoted sergeants are required to attend) now includes an overview of Department General Order 5.17, SFPD's newly revised policy on bias-free policing, and Department General Order 11.07, SFPD's newly revised policy on prohibiting discrimination, harassment, and retaliation.

Going forward, SFPD has represented that it will continually review its needs concerning anti-bias trainings and policies. SFPD will do so by reviewing its newly developed dashboard that evaluates officers for biased policing and continuing to work with external experts and vendors.

Based upon all of the above, the 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.

Tanya

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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.
Recommendation # 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.

Recommendation Status	Complete Not Started	Partially Complete No Assessment	In Progress
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Summary

Compliance Measure #1 is complete. There was no needs assessment in the traditional sense of the term. However, over the course of five years, external experts and internal review identified the need for better bias training for officers working in patrol and investigative divisions, leading to improved training and revision of applicable DGOs.

Compliance Measure #2 is complete. Form 2001 and the Bias Strategic Plan identify revising department policy and training as the primary strategies for addressing the need for anti-bias programs. The Bias Strategic Plan provides a more expansive explanation and description of department strategies.

Compliance Measure #3 is complete. Procedural Justice and Implicit Bias, Creating an Inclusive Environment, and Introduction to Managing Implicit Bias are all examples of training members are required to attend. SFPD has completed policy revisions to DGO 5.01 Use of Force, DGO 5.17 Bias Free Policing, and DGO 11.07 Prohibiting Discrimination, Harassment, and Retaliation. In process or planned policy revisions include: DGO 5.03 Investigative Detentions, DGO 6.09 Domestic Violence, and DGO 5.22 Interacting with Transgender, Gender Variant, and Nonbinary Individuals.

Compliance Measure #4 is complete. SFPD will use Dashboard (implemented May 2021) to examine data for indicators of bias and initiate corrective action as described in the Dashboard scope; ESWG surveys, other methods. Plans are identified in the Bias Strategic Plan.

Compliance Measures		Status/Measure Met
1	Completed assessment of needs for anti-bias programs.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Identified strategy to address the need.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Training and policy implementation, as required through identified needs of the assessment.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Evidence of supportive and remedial action if deficiencies are found.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

Compliance Issues



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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.

Recommendation # 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.

Response Date: 4/01/21

Executive Summary:

Since the Department of Justice (DOJ) review in 2016, the San Francisco Police Department (SFPD) has continually assessed its needs for anti-bias programs across the organization. This needs assessment is accomplished through a variety of means including working groups, external partnerships, surveys, and data analysis. The initial findings from the Department's needs assessment informed its Department-wide strategy, Strategy 1.0, published in 2018.

Since that time, the Department has revised a number of Department General Orders to bolster anti-bias programs and included bias-free policing concepts in its policies. In addition to informing members of these changes, the Department has established a number of new training modules to address bias-related concepts and revamped existing courses to reflect conceptual gaps as identified through needs assessments (including gender bias in sexual assault investigations).

These gaps, as well as ones outside of training, will be further addressed in the Department's forthcoming Bias Strategic Plan. Leveraging the expertise of the Executive Sponsor Working Group on Bias, the document comprehensively examines how bias impacts the Department and the community it serves. Many of the 100 recommendations in the plan build on initiatives identified in earlier needs assessments, refining them and adding granularity to existing anti-bias programs.

While the Bias Strategic Plan will provide a roadmap for ongoing improvement, the Department has also expanded its feedback mechanisms to include direct public feedback, deeper relationships with academics, and data analytics. These initiatives will enhance the feedback loop available to Department leadership and will set the stage for additional improvements in the future.



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NOTE: Representatives from the California Department of Justice and Hillard Heintze provided the following feedback during a pre-screen phone call related to this recommendation:

"Cal DOJ and Hillard Heintze thought that this recommendation package looked good. Hillard Heintze asked SFPD to include information about how its trainings go beyond what POST has mandated and to explain that SFPD is not just relying on POST for its training. For Compliance Measure 4, Hillard Heintze asked SFPD to include information on what would happen if a person violates any policy."

Compliance Measures:

1) Completed assessment of needs for anti-bias programs.

To assess needs for anti-bias programs, the San Francisco Police Department (SFPD) gathered information using a three-pronged approach. First, it partnered with the Department of Human Resources to determine employee-identified needs. Next, it consulted with outside experts in academia. Third, it formed a working group to obtain input from community stakeholders. While each line of effort yielded information for an initial assessment, continuing this approach will provide the Department with valuable feedback for the ongoing improvement of its anti-bias programs.

Concurrent with the 2016 assessment of SFPD by the United States Department of Justice Community Oriented Police Service Office (COPS), then-Chief of Police Gregory Suhr partnered with San Francisco Department of Human Resources (DHR) to review the Department's training. (See Attachment #1; Extract from SFDHR Needs Assessment Survey Results). The results of this survey indicated the need for a bi-annual online course for supervisors and provided the City with a greater understanding of the bias training needs as identified by employees.

External assessments supplemented the internally-focused DHR survey. Prior to the Collaborative Reform Initiative, the Department relied heavily on California Police Officers Standards and Training (POST) standards to set the bar for its training and curriculum. The training division and the Chief of Police consulted with experts on the topic of bias, such as [redacted] (Stanford University), [redacted] (University of South Florida), [redacted] (Stanford University, Cal POST Instructor, RIPA Contributor) and [redacted] (UC Berkeley) to better understand the science of reducing the impact of bias, identify opportunities to expand and improve training and evaluate the impact of training on bias behavior through data collection and analysis.

As a result of these discussions, the SFPD identified the need to expand its curriculum beyond the minimum standards required by POST to include enhanced coverage of the following social science concepts:



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- Implicit and Explicit Biases
- Bias by Proxy
- Bias Confirmation
- Threat/No Threat exercises
- Media Response
- Societal Challenges based on Prison population
- Visual Perceptions
- Blink Responses
- Black Crime Association Bias

In addition to outside experts, SFPD turned to focus and working groups to assess needs for anti-bias programs. Focus groups held as part of a comprehensive needs assessment for SFPD Strategy 1.0 (discussed further below) discussed topics such as the changing expectations of police officers and the challenges associated with achieving success in the Department. The Department engaged the newly-formed Executive Sponsor Working Group (ESWG) on Bias to assess the most critical needs for consideration in its overall strategy, including the now-routine bias audit of Department-owned electronic devices ([Attachment #2– ESWG Meeting Agenda 6/29/17](#)). These conversations informed the eventual formulation of the initial Department strategy which built off existing efforts to “improve ‘safety with respect’ while addressing bias.”

Following the update of relevant policy documents (discussed further below), the Department continued to leverage the insights of the ESWG on Bias. In 2020, the ESWG on Bias conducted surveys for community feedback to measure perceptions of bias and assess community perspectives on tools to address it ([See Attachment #3 ESWG Bias Survey Results](#)). The survey provided insight into public perceptions of existing and potential bias programs, and was utilized by the ESWG on Bias in the development of the SFPD Bias Strategic Plan.

SFPD recognizes the need to continually engage with each of the stakeholders in its three-pronged approach. It continues to identify needs internally via course and Department-wide surveys and to engage with outside experts on a number of topics (the Bias Strategic Plan, for example, will soon undergo external review by an academic partner). In September 2020, the Department built on the success of the ESWG Bias survey by launching a new survey to collect similar data directly from the public.

2) Identified strategy to address the need.

In February of 2018, the San Francisco Police Department published its Strategy 1.0. ([Attachment #4: SFPD Strategy 1.0](#)) In devising this document, the Department began by assessing needs through interviews, document reviews, and meetings with



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Department members. The resulting strategy serves as a foundation for establishing an inclusive, forward-looking Department that embraces 21st-century policing principles. In line with the ongoing needs assessment discussed above, the department clearly stated its commitment to reducing bias in its strategy statement (page 10):

"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."

To achieve this vision, Strategy 1.0 outlines five strategic initiatives that continue to guide Department operational and budgetary priorities:

- Collaborate
- Improve Responsiveness
- Measure and Communicate
- Strengthen the Department
- Define the Future

Each of these strategic initiatives impacts anti-bias work in different ways. Through collaboration, the Department establishes a continuous feedback loop with the community and other key stakeholders who not only hold the Department accountable on issues related to bias, but also provide new ideas to improve anti-bias initiatives. In addition to improved timeliness, the goal of "improving responsiveness" requires an unbiased and procedurally just delivery of policing services; the goal of "measuring and communicating" extends to collecting and reporting on data related to outcome disparities (e.g., through quarterly updates to the Police Commission as required by San Francisco Administrative Code chapter 96A). The Department is strengthened by increased diversity within its ranks and when both officers and residents feel respected. And the goal of "defining the future" positions the Department at the leading edge of doctrinal and policy practices, including those related to bias.

The broad framework provided by Strategy 1.0 set the stage for a number of training and policy implementation reforms, as discussed below. But the comprehensive nature of the plan also prevented deeper analysis into critical topics such as community policing, diversity, and bias. These topics would require their own strategic plans.

Two years after the release of Strategy 1.0, the SFPD Executive Sponsor Working Group on Bias began to develop a strategic plan specifically addressing the topic of bias (**Attachment #5, Draft SFPD Strategic Plan to Minimize Bias**). The group, which consists of representatives from the community, advocacy organizations, internal SFPD subject matter experts, members of the Command Staff, and Police Commission members, conducted a comprehensive needs assessment based on four dimensions of bias:



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Police Perceptions of the Community, Community Perceptions of Police, Bias within the Workforce, and Bias by Proxy. When complete, this plan will serve as a foundation for a sustained and institutionalized approach to bias minimization. Because the Bias Strategic Plan conducted an additional needs assessment—one that occurred either during or after the implementation of reforms called for in Strategy 1.0—it served as a method to identify and address deficiencies and is therefore discussed further in compliance measure four.

3) Training and policy implementation, as required through identified needs of the assessment.

Following the publication of Strategy 1.0, the Department approached implementation of anti-bias programs through two lines of effort. First, it updated its training plan to include the topics identified during its needs assessment. Second, it embarked on an ambitious revision plan for a number of Department General Orders (DGOs) to ensure alignment with the new strategy and then provided supportive training for those policy changes.

With respect to the first line of effort, after careful review of best practices for training curriculums from various jurisdictions, the SFPD adopted the model from the Oakland Police Department as the guide to develop and deliver anti-bias training. Early on in the development of Strategy 1.0, The department selected SFPD personnel that would go on to provide training to other Department members, in a method known as “Train-the-Trainer”. The Command Staff and all Captains, for example, were first to received the “Procedural Justice Model Course” (8-hours) along with SFDHR’s “Introduction to Managing Implicit Bias” Course (8-hours).

These courses were well received, but as the department prepared to deliver the training department-wide, the SFPD gained knowledge that POST was moving to combine the Procedural Justice module with one on biases and stereotypes. The SFPD then expanded the outline of its course on Principled Policing to include additional discussions on procedural justice and implicit bias (See Attachment #6; Principled Policing Expanded Course Outline), and moved to implement the course into the 40-hour AO/CPT Course from 2016/2018.

In 2017 and 2018, all Sergeants were mandated to attend a two-day course facilitated by the San Francisco Department of Human Resources called “Creating an Inclusive Environment.” Supervisors along with officers also attended Principled Policing and Implicit Bias training during the 2017/2018 Advanced Officer/Continued Professional Training cycle; all SVU investigators received this training. The initial training requirements were completed by December 2018, but the Department (and specifically the Academy) conducts an ongoing evaluation of the adequacy of its anti-bias training. By December 2019, for example, the Department was ready for a Department-wide roll-out of implicit bias training: all Department members were instructed to complete the



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DHR Course, Managing Implicit Bias, as other courses provided insufficient coverage of the topic or were only focused on senior ranks. (See Attachment #7: Creating an Inclusive Environment Course Outline, Attachment #8, Principled Policing; Procedural Justice & Implicit Bias - Course Curriculum, and Attachment #9, Managing Implicit Bias Course Announcement).

With respect to the second line of effort, the Executive Sponsor Working Group on Bias gave input into three key policy documents related to bias: DGO 5.17, "Bias-Free Policing" (Attachment #10, Updated and Adopted DGO 5.17), DGO 5.03, "Investigative Detentions," (Attachment #11, Updated DGO 5.03 as sent to meet-and-confer), and DGO 11.07, "Discrimination and Harassment" (Attachment #12, Updated and Adopted DGO 11.07). DGO 5.17 was updated to include training requirements for topics including implicit bias, bias by proxy, cross-cultural understanding, and procedural justice; DGO 5.03 was updated to narrow the acceptable circumstances for pat searches; DGO 11.07 was updated to include an expanded list of classes protected from discrimination.

In December 2020, the SFPD Sergeants Leadership Seminar was updated to include an overview of the newly revised Bias-Free Policing Policy in DGO 5.17 and the newly revised policy Prohibiting Discrimination, Harassment and Retaliation in DGO 11.07. The following topics pertaining to DGO 5.17 are covered in the updated Sergeants Leadership Seminar:

- Members must carry out their duties in a manner free from bias and to eliminate the perception of biased policing; members will treat all people with dignity, fairness, and respect.
- Members are charged with protecting freedom and the constitutional rights of all people regardless of race, color, ethnicity, national origin, age, religion, gender identity or expression, sexual orientation, mental or physical disability, or socio-economic status.
- Definition review: Racial & Identity Profiling, Biased Policing, Implicit Bias, and Bias by Proxy.
- Members will police impartially, being particularly mindful of the 1st, 4th, 5th, 8th, and 14th Amendments of the US Constitution and its analogous sections under the California Constitution.
- Members will prevent the perception of biased based policing by being courteous and professional, answering questions, providing their identifying information, and strictly adhering to the constitutional amendments (above).

The following topics pertaining to the SFPD's Prohibiting Discrimination, Harassment and Retaliation Policy are covered in the Sergeants Leadership Seminar:



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- The Department's commitment to Federal, state, and City equal employment opportunity (EEO) laws prohibiting discrimination, harassment, and retaliation; the high value placed by the Department in the diversity of its workforce and the fair and equal treatment of all.
- The prohibition of discrimination or harassment based on actual or perceived membership in protected categories, including age, ancestry, color, national origin, race, religion, disability, HIV/AIDS status, marital status, medical condition, genetic information, parental status, military/veteran status, sex, gender, gender identity, gender expression, sexual orientation, political affiliation, height, and weight.
- Discrimination against or harassment of any member because of that member's association with a person who is, or perceived to be, a member of any of those protected categories.
- Definition review: Discrimination, harassment, retaliation and hostile work environment.
- Members may make a complaint whenever they reasonably believe they have been subjected to discrimination or harassment based on one or more of the protected categories listed or when subjected to retaliation.
- Review of internal and external filing procedures, including time limits, complaint description contents, confidentiality, and the complaint review process.
- Requirement that members shall report all behavior that violates anti-bias policies (even if not directed toward the member), shall not dissuade someone from making a complaint, and are required to cooperate with the investigation.

(See Attachment #13, SFPD Sergeant's Promotional Course Expanded Course Outline).

The increase in overall bias training is evidenced in the attached training grid, which details what occurred prior to the DOJ reform vs. what occurs today (See Attachment #14, SFPD Bias Training Comparison).

In addition to the work of the ESWG on Bias, the Department updated or created several other DGOs to reduce bias and ensure that historically marginalized and other vulnerable populations were treated respectfully and equitably. For example, it produced DGO 5.22, which outlined procedures for interactions with transgendered, non-binary, and gender non-conforming individuals, updated DGO 2.04, "Citizen Complaints" to include procedures for processing complaints from individuals who have limited proficiency in English, and added language directing officers to identify possible instances of bias by proxy when responding to citizen arrests (Attachment #15, DGO 5.22, Attachment #16, Updated DGO 2.04, and Attachment #17, DGO 5.04). The Department also worked with a stakeholder group to update DGO 6.09, "Domestic Violence" and an associated Department Manual to address instances of gender bias



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(Attachment #18, Updated DGO 6.09 as sent to meet-and-confer, Attachment #19, Updated DV Manual as sent to meet-and-confer).

With respect to gender bias in sexual assault investigations, the updated version of DGO 6.09 provides specific instructions for an expanded number of circumstances and for instances of civil standby. The associated Department Manual provides additional detail, including procedures for processing sexual assault investigations and evidence for individuals identifying as male, female, transgender, non-binary, and gender-nonconforming. It also takes an agnostic approach to the gender of the dominant aggressor, which allows for victims to be treated fairly and equitably regardless of the gender identity of the perpetrator. As Department Manuals are field guides for all officers encountering particular circumstances, they create a foundational standard for behavior to which all officers must be held (per DGO 3.01, Department Manuals have the effect of policy and, therefore, actions contrary to the guidance provided within them are subject to disciplinary action).

On-the-job training in the Special Victim's Unit (SVU) serves as a primary method for raising awareness and enhancing knowledge of these policy and procedural updates. Upon assignment to SVU, a new sergeant is assigned to an experienced sergeant who serves as a mentor and guide. Adherence to policy is ensured by Lieutenant review of each investigator's completed case files. Once completed case files are received, the Lieutenant reviews the case to ensure the completion of all appropriate investigative steps and compliance with updated policies and procedures. An immediate investigation would ensue if at anytime during an investigation potential bias on the part of the investigator is discovered.

Community partnerships also provide SVU investigators with education about particular circumstances and types of victims that they may encounter through the course of their duties. For instance, SVU collaborates with the Children's Advocacy Center of San Francisco on victim referrals, interviews, intake, and coordinated case planning and service delivery (Attachment #20, CSEC MOU (CAC is administered by San Francisco Child Abuse Prevention Center, which is party to the MOU)) and SFPD Sexual Assault Response Teams partner with SVU, CAC, and other city agencies such as the District Attorney's Office on cases involving adult survivors/victims.

On-the-job training and education through partnerships is supplemented by formal training. Although the COVID-19 pandemic interrupted momentum, several SVU sergeants are registered to attend upcoming Sexual Assault Investigation Course. Following adoption, the new Domestic Violence Manual will serve as a training cornerstone for SVU sergeants. In addition, SVU sergeants, like all SFPD employees, are also exposed to a wide range of anti-bias training on specific subjects such as implicit bias and also on the relevant DGOs discussed elsewhere in this compliance measure response (revisit Attachments 10-12, 14-17, & 19). These latter two examples go beyond the baseline POST requirements, expose officers to the concepts identified



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by academic partners (discussed in compliance measure one), re-inforce on-the-job training, and inject community feedback into an officer's understanding of each issue.

4) Evidence of supportive and remedial action if deficiencies are found.

In 2020, the Executive Sponsor Working Group on Bias began working on a strategic plan that would specifically focus on how four different dimensions of bias (Community Perceptions of Police, Police Perceptions of Community, Bias in the Workforce, and Bias by Prox), impact policing and the communities that SFPD serves. After agreeing to a mission statement derived from the group's previous work on DGOs, group members set out to assess current dynamics and identify deficiencies in anti-bias training, programming, and policies related to each dimension (refer to Attachment #5, SFPD Strategic Plan to Minimize Bias, page 6).

The Strategic Plan to Minimize Bias includes 100 specific recommendations to help the Department reduce bias across all four dimensions (refer to Attachment #5, SFPD Strategic Plan to Minimize Bias, Implementation Plan (pages 18-39)). These recommendations provide the Department with a concrete action plan to expand on anti-bias programming and will aide in realizing the vision originally set forth in Strategy 1.0. Noteworthy examples of how the plan addresses deficiencies in existing anti-bias initiatives or expands on existing programs include:

- Page 21 – Recommendation to reaffirm Departmental commitment to public accountability measures such as the “Not on My Watch Pledge,” and to expand them to include professional staff.
- Page 21 – Recommendation to reinvigorate the Chief’s Advisory Forums, with an emphasis on providing diverse communities with an outlet to provide input on bias training, policies, and other anti-bias programming
- Pages 19-20 – Recommendations to expand officer education on “cultural humility” and to encourage community engagement activities as the course of normal work responsibilities.
- Pages 22-23 – Recommendation to consider adding a residency bonus to officers who live in San Francisco
- Page 23 – Recommendation to analyze community responses to community engagement events and ensure that anti-bias policies and practices are discussed and disseminated at community events (see also pages 38 and 39 for similar recommendations from the Bias by Proxy subgroup)
- Page 32 – Recommendation to develop a communications strategy that is tailorable to a number of different community types and intersections
- Page 39 – Recommendation to work with other components of the City and County of San Francisco to develop a city-wide strategy for educating the public about bias by proxy.



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In addition to the strategic plan, SFPD has continually examined existing anti-bias programs and training to identify opportunities for improvement. For example, the Department now provides new course curriculum to all members to address the anti-bias goals of the Department, and will adjust the upcoming AO/CPT cycle for 2021-2022 with updated training to include a new four-hour "Bias and Racial Profiling" class. The goal of this course is discussed in the course video guide as follows:

"The goal of this training program is to provide law enforcement with an understanding of historical contexts and how they affect law enforcement's ability to serve. This training will review the idea of history as it relates to racial bias and community perceptions, review potential ways biases may affect decision making, reveal how bias and profiling impact the profession and influences public perception, identify various communities' perspectives and concerns, and reflect on diversity within law enforcement agencies."

(See Attachment #21: AO/CPT schedule for 2021-2022 & Attachment #22: Video Guide - Bias and Racial Profiling).

When deficiencies in training are identified, Departmental training audits provide a powerful supportive and remediation tool. In addition to the standard Department Bulletins announcing policy changes, SFPD required roll-call training for its updates of 5.17 and 11.07, for which participation is audited on a weekly basis (see Attachment #23 for recent examples). When members do not take the training, training officers and District Captains are notified (Attachment #24). These individuals then work with the noncompliant member to find a time and method to complete the training. This enforcement method helps identify and provide alternatives for members who may not, for example, have access to the online trainings through PowerDMS. With respect to policy violations, members are subjected to the same disciplinary process that applies to all DGOs and Department Manuals.

Ensuring compliance with training and policy is only effective if the training and policies themselves are reflective of current needs. Identifying those needs is an ongoing process; building off of the survey conducted by the ESWG on Bias, the Department identified the need for a mechanism to continually receive public feedback about its anti-bias efforts. Using the ESWG survey as a template, the Department recently launched a standing "Implicit Bias" survey to continually gauge public perceptions. The survey remains open, allowing for the measurement of long-term trends (survey accessible at the following link: <https://www.sanfranciscopolice.org/community/community-surveys>).

Moving forward, the Department will continue its three-pronged approach to needs assessment, followed by policy and training updates. It will also use tools that are currently under development, such as a dashboard for examining potential biases of officers, to identify individuals and programs that are in need of remediation and improvement. It will continue its work with outside academics, non-profits, and



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specialized vendors (e.g., through BiasSync) to develop cutting-edge assessment tools and sophisticated training to ensure that each officer maintains a state-of-the-art knowledge of how bias impacts their work. Once approved, the Bias Strategic Plan will provide the Department with additional datapoints to monitor—and opportunities to further adapt its approach based on the successes or challenges presented by the implementation of the plan's recommendations.