2016 COLLABORATIVE REFORM INITIATIVE
SFPD RECOMMENDATIONS RESPONSE
Status as of 12/29/17 10:13 AM

DRAFT

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Bureau	Executive Sponsor	Findings Manager	Project Manager	Assigned Case Manager (ACM)
1 - Use of Force	Leadership/ Management Culture	1	**The majority of deadly use of force incidents by SFPD involved persons of color.**	1.1	SFPD must commit to reviewing and understanding the reasons for the disparate use of deadly force. Specifically, SFPD needs to: • Partner with a research institution to evaluate the circumstances that give rise to deadly force, particularly those involving persons of color. • Develop and enhance relationships in those communities most impacted by deadly officer involved shootings and monitor trends in calls for service and community complaints to ensure appropriate police interaction occurs as a matter of routine police engagement. • Provide ongoing training for officers throughout the Department on how to assess and engage in encounters involving conflict with a potential for use of force with a goal of minimizing the level of force needed to successfully and safely resolve such incidents.	Low	In Progress	Chief of Staff	Peter Walsh, Commander	Lt. William Braconi	Lt. Nicole Jones	Tran
1 - Use of Force	Doctrine/ Policy Development	2	**The SFPD has closed only one deadly use of force incident investigation for the time frame 2013 to 2015.** The SFPD has been involved in nine deadly use of force incidents during the time frame of review for this assessment, 2013–2015. All but one remains open, pending a decision by the district attorney on whether the officers' actions were lawful. It is unacceptable for officer-involved shooting investigations to remain open for years.	2.1	SFPD must work with the City and County of San Francisco to develop a process that provides for timely, transparent, and factual outcomes for officer-involved shooting incidents.	Medium	In Progress	Chief of Staff	Peter Walsh, Commander	Lt. Andy Cox	Lt. Eric Altorfer	Tran
1 - Use of Force	Leadership/ Management Culture	3	**The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.** Department General Order 5.01 was last revised in 1995. The draft revision, dated June 22, 2016, reflects policy enhancements that progressive police departments across the country have implemented, including incorporating recommendations from the Final Report of the President's Task Force on 21st Century Policing. However, because of collective bargaining practices the policy has not yet been implemented by the Police Commission as of the date of this report.	3.1	The Police Commission, SFPD leadership, and elected officials should work quickly and proactively to ensure that the Department is ready to issue these use of force policies and procedures to all Department employees immediately following the collective bargaining meet and confer process. The process should not be drawn out, because the goal should be immediate implementation once the process has been completed.	Immediate	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	DC Michael Connolly	DC Michael Connolly & Rania Adwan	Tran
1 - Use of Force	Leadership/ Management Culture	3	**The SFPD and the Police Commission collaboratively worked with community stakeholders to update Department General Order 5.01 - Use of Force policy.** Department General Order 5.01 was last revised in 1995. The draft revision, dated June 22, 2016, reflects policy enhancements that progressive police departments across the country have implemented, including incorporating recommendations from the Final Report of the President's Task Force on 21st Century Policing. However, because of collective bargaining practices the policy has not yet been implemented by the Police Commission as of the date of this report.	3.2	The SFPD should work with the Police Commission to obtain input from the stakeholder group and conduct an after-action review of the meet and confer process to identify ways to improve input and expedite the process in the future for other policy development.	Low	In Approval Process	Chief of Staff	Peter Walsh, Commander	Cmdr. Peter Walsh	Lt. Arline Gilmore	Tran
1 - Use of Force	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	4.1	The SFPD needs to create an electronic use of force reporting system so that data can be captured in real time.	Medium	In Progress	Chief of Staff	Peter Walsh, Commander	Lt. Kathryn Waaland & Sgt. Stacy Youngblood	Sgt. Stacy Youngblood	Tran

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1 - Use of Force	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	4.2	In developing an electronic report system, SFPD must review current practice regarding reporting use of force, including reporting on level of resistance by the individual, level and escalation of control tactics used by the officer, and sequencing of the individual's resistance and control by the officer.	Medium	In Progress	Chief of Staff	Peter Walsh, Commander	Lt. Kathryn Waaland & Sgt. Stacy Youngblood	Lt. Mark Im	Tran
1 - Use of Force	Doctrine/ Policy Development	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	4.3	In the interim, SFPD should implement the use of force report that is under development within the Early Intervention System Unit and require it be completed for every use of force incident. The assessment team identified this report to be a good start to a robust reporting system for use of force incidents in SFPD. The SFPD should eliminate the use of force log (SFPD 128) rev. 0316)).	Immediate	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	Lt. Kathryn Waaland & Sgt. Stacy Youngblood	Cmdr. Peter Walsh & Sgt. Stacy Youngblood	Tran
1 - Use of Force	Doctrine/ Policy Development	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	4.4	To facilitate the implementation of Recommendation 4.3, a training bulletin describing the form, its purpose, and how to accurately complete it should accompany the form introduction. The bulletin should be implemented within 90 days of the issuance of this report.	Immediate	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	Lt. Kathryn Waaland & Sgt. Stacy Youngblood	Sgt. Stacy Youngblood	Tran
1 - Use of Force	IT/Data Business Processes	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	4.5	The SFPD should continue the manual entry of use of force data until the electronic use of force report is operational. To ensure consistency and accuracy in the data, this entry should be conducted in a single unit rather than multiple units.	High	**DOJ Reviewed**	Chief of Staff	Peter Walsh, Commander	Lt. Kathryn Waaland & Sgt. Stacy Youngblood	Cmdr. Peter Walsh	Tran
1 - Use of Force	Leadership/ Management Culture	4	**The Use of Force Log captures insufficient information about use of force incidents.** The SFPD does not have a separate use of force report for personnel to complete after a use of force incident. Rather, the specific articulable facts leading to the force incident are documented in the narrative of a regular incident report form and a paper use of force log, making it difficult to collect accurate and complete data or analyze aggregate use of force data. In addition, it requires staff to manually log the information into the Early Intervention System.	4.6	The SFPD should audit use of force data on a quarterly basis and hold supervisors accountable for ongoing deficiencies.	Immediate	In Progress	Chief of Staff	Peter Walsh, Commander	Lt. Kathryn Waaland & Sgt. Stacy Youngblood	Sgt. Stacy Youngblood	Tran

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1 - Use of Force	Training	5	**The SFPD does not consistently document the types of force used by officers.** Out of a sample of more than 500 reported incidents of use of force, only five had documented the type of use of force on the Use of Force Log. Department Bulletin 14-111 – Documenting Use of Force, drafted April 4, 2014, requires officers to document the type and amount of force used, including the use of impact weapons, with supervisors responsible for ensuring compliance with the policy. However, through 2015, the team found that force data remained incomplete. The overall lack of consistent data collection is indicative of limited oversight of force reporting.	5.1	The SFPD needs to develop and train to a consistent reporting policy for use of force.	Low	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	Lt. Kathryn Waaland	Sgt. Stacy Youngblood	Tran
1 - Use of Force	Leadership/ Management Culture	5	**The SFPD does not consistently document the types of force used by officers.** Out of a sample of more than 500 reported incidents of use of force, only five had documented the type of use of force on the Use of Force Log. Department Bulletin 14-111 – Documenting Use of Force, drafted April 4, 2014, requires officers to document the type and amount of force used, including the use of impact weapons, with supervisors responsible for ensuring compliance with the policy. However, through 2015, the team found that force data remained incomplete. The overall lack of consistent data collection is indicative of limited oversight of force reporting.	5.2	The SFPD needs to hold supervisors and officers accountable for failure to properly document use of force incidents.	High	In Approval Process	Chief of Staff	Peter Walsh, Commander	Lt. Andy Cox	Lt. Eric Altorfer, Sgt. Jayme, Campbell, Lt. Dennis Toomer, Sgt. John Crudo & Sgt. Stacy Youngblood	Tran
1 - Use of Force	Training	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	6.1	The Training and Education Division should adopt and implement a formal Learning Needs Assessment model that identifies and prioritizes training needs, and should subsequently design and present them in the most effective and efficient ways possible.	Low	In Progress	Chief of Staff	Peter Walsh, Commander	Capt. Denise Flaherty	Lt. Mark Im	Tran
1 - Use of Force	Training	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	6.2	To support policies mandated through recent Department Bulletins, as well as to ensure implementation of best practices and policies outlined in the Final Report of the President's Task Force of 21st Century Policing, The SFPD's Training and Education Division should prepare training on the following topics at minimum: • Enhanced de-escalation • Sanctity of life • Enhanced service-oriented interactions with homeless individuals • Improved dispatch protocols for cases requiring Crisis Intervention Team response	Low	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	Capt. Michelle Jean	Capt. Michelle Jean	Tran
1 - Use of Force	IT/Data Business Processes	6	**The SFPD has not developed comprehensive formal training specifically related to use of force practices.** A number of training issues on emerging operational practices in the SFPD and those highlighted in the *Final Report of the President's Task Force of 21st Century Policing* , such as de-escalation, have not been adequately addressed.	6.3	SFPD training records should be fully automated and training data easily accessible.	Low	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	Capt. Michelle Jean	Nasrin Taghvaei	Tran

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1 - Use of Force	Doctrine/ Policy Development	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	7.1	The SFPD must develop a policy on the use of the 36-inch baton for the use of interacting with individuals with edged weapons. The policy should also dictate the proper handling of the baton, and the policy should dictate when it's appropriate to use a two-hand stance and when a one-hand approach is needed.	Low	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	Cmdr. Peter Walsh	Cmdr. Peter Walsh	Tran
1 - Use of Force	Training	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	7.2	The SFPD must develop training on the use of the 36-inch baton for the use of interacting with individuals with edged weapons. Once developed, the training should be deployed to all officers.	Low	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	Cmdr. Peter Walsh	Cmdr. Peter Walsh	Tran
1 - Use of Force	Training	7	**SFPD officers have not been trained on operational field use of the mandated 36" baton.** Department Bulletin 16-071, which was published on April 30, 2016, requires all officers to carry a 36-inch baton as part of their daily uniform requirements. The assessment team was concerned that the Training Academy staff did not have advance knowledge of the baton policy change. During the team's visit, Training Academy staff members were drafting training guidelines for use of the 36-inch baton after the policy had already been issued. There must be good communication before and following the publication of orders that affect daily activities or provide for a change in organizational focus. This would allow for smoother implementation and ensure that appropriate training is available, particularly for key orders.	7.3	The SFPD should prohibit the use of the 36-inch baton until all officers are properly trained in the intended use.	Immediate	**DOJ Reviewed**	Chief of Staff	Peter Walsh, Commander	Cmdr. Peter Walsh	Lt. Jennifer Dorantes	Tran
1 - Use of Force	Doctrine/ Policy Development	8	**SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.** Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene for use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.	8.1	The SFPD should immediately require supervisors to respond to events in which officers use force instruments or cause injury, regardless of whether there is a complaint of injury by the individual. This will allow the Department to gain greater oversight of its use of force.	Immediate	**DOJ Reviewed**	Chief of Staff	Peter Walsh, Commander	Sgt. Stacy Youngblood	Sgt. Stacy Youngblood	Tran

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1 - Use of Force	Doctrine/ Policy Development	8	**SFPD supervisors are not required to respond to the scene of all use of force incidents and are not required to fully document their actions.** Supervisors are not appropriately tasked in relation to use of force incidents. Supervisors are required to respond to the scene for use of force incidents only when injuries are reported injuries and are not required to document their actions in the incident report. Furthermore, during the review period officers and supervisors continued to inconsistently complete use of force reporting forms.	8.3	Supervisors should be required to document their actions regarding the investigation of the use of force incident within the incident report. As recommended in this section (Recommendation 3.2), a stand-alone use of force report should be developed, and when completed, should contain a section for supervisory actions relative to the incident and signature.	Medium	In Progress	Chief of Staff	Peter Walsh, Commander	Sgt. Stacy Youngblood	Sgt. Stacy Youngblood	Tran
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and Office of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	9.1	The SFPD should work with the Department of Emergency Management to provide it with primary responsibility for timely notification to all stakeholders on the call-out list used immediately after an officer-involved shooting incident.	Low	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	Capt. Jack Hart	Capt. Jack Hart	Tran
1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and Office of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	9.2	Until the Department of Emergency Management protocol is established, when activating the protocols for notification following an officer-involved shooting incident, the Operations Center should notify representatives of IAD, the District Attorney's Office, and OCC, with no lag time occurring in any of the notifications. The Operations Center log for notifications should be included as part of the investigation report case file to accurately and fully depict notifications.	Immediate	**DOJ Reviewed**	Chief of Staff	Peter Walsh, Commander	Capt. Jack Hart	Capt. Jack Hart & Lt. Mike Deely	Tran

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1 - Use of Force	Doctrine/ Policy Development	9	**The SFPD is inconsistent in providing timely notifications to all external oversight partners following an officer-involved shooting.** Members of SFPD acknowledged that there are occasionally notification delays because of administrative issues and the time it takes to notify required parties of an incident. Regardless of the reason, delayed notification to key partners means that those partners are not present at the earliest stages of an officer-involved shooting investigation. Notifying external oversight partners, (including the District Attorney and 0ffice of Citizen Complaint [OCC]), promptly allows for timely arrival on the scene and facilitates effective and transparent external oversight of officer-involved shooting investigations.	9.4	The SFPD should explore the option for timely electronic notification to all oversight partners.	Low	**DOJ Reviewed**	Chief of Staff	Peter Walsh, Commander	Capt. Jack Hart	Capt. Jack Hart	Tran
1 - Use of Force	Doctrine/ Policy Development	10	**There is a lack of coordination and collaboration for responding to and investigating an officer-involved shooting.** The SFPD's investigative protocols are comparable to those followed by other professional, major city police departments. However, IAD staff members, along with some of SFPD's partners, such as members of the District Attorney's Office and the OCC assigned to respond to such incidents, are not as integrated. Lack of collaboration and cooperation in investigating officer-involved shooting incidents can undermine procedural justice and transparency for the Department. The SFPD needs to develop protocols and memoranda of agreement to ensure the highest level of cooperation and oversight into the investigation of officer-involved shooting incidents. Joint training protocols ensuring all parties are appropriately trained and working to the highest professional standards should become a matter of routine practice. These protocol agreements and practices will become more important as OCC assumes its responsibility to independently investigate SFPD officer-involved shooting incidents. The team will monitor the implementation of the new law during the CRI-TA implementation phase.	10.1	The SFPD should establish a formal protocol to ensure that a representative of the Homicide Detail provides OCC and District Attorney's Office investigators a timely briefing about the facts of the case and to make arrangements for a formal walk-through or gain investigative access to the incident scene as soon as possible. The highest-ranking officer on the scene should be responsible for ensuring compliance with this recommendation.	High	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	Capt. Alexa O'Brien	Lt. Ed Yu	Tran

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1 - Use of Force	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	11.1	SFPD should update the Department General Order 3.10— Firearm Discharge Review Board to require written evaluation of policy, training, and tactical considerations of discharge incidents, specifically identifying whether the incident was influenced by a failure of policy, training, or tactics and should include recommendations for addressing any issues identified.	Low	In Progress	Chief of Staff	Peter Walsh, Commander	Capt. Denise Flaherty	Lt. Angela Wilhelm	Tran
1 - Use of Force	Training	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	11.2	SFPD should update existing programs and develop training to address policy gaps and lessons learned. The Training and Education Division should work with the FDRB and Homicide Detail to create a presentation to inform Department personnel about key issues that contribute for officer discharge incidents and to help mitigate the need for firearm discharge incidents.	Low	In Approval Process	Chief of Staff	Peter Walsh, Commander	Capt. Denise Flaherty	Lt. Angela Wilhelm	Tran
1 - Use of Force	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	11.3	The SFPD should update the DGO to ensure that the FDRB is staffed with the training and education division representative as an advisory member to ensure an appropriate focus on development of responsive training protocols.	Low	In Progress	Chief of Staff	Peter Walsh, Commander	Capt. Denise Flaherty	Lt. Angela Wilhelm	Tran

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1 - Use of Force	Doctrine/ Policy Development	11	**The Firearm Discharge Review Board is limited in scope and fails to identify policy, training, or other tactical considerations.** The FDRB is a good practice but has devolved to essentially determining whether the shooting officer's actions were consistent in policy. However, several other layers of authority also conduct this determination. The FDRB is better served following its policy mandate to ensure that the Department is continually reviewing it training, policy, and procedures as they relate to officer-involved shooting incidents.	11.4	Officer-involved shooting events need to be reviewed in a more timely fashion as it relates to policy, training, and procedures. The FDRB should review incidents at the conclusion of the IAD investigation rather than waiting for the District Attorney's letter of declination for charging of an officer-involved shooting incident, which can take up to two years.	Medium	In Progress	Chief of Staff	Peter Walsh, Commander	Capt. Denise Flaherty	Lt. Andy Cox	Tran
1 - Use of Force	Doctrine/ Policy Development	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.	12.1	SFPD should work with the Department of Emergency Management to ensure sound CIT protocols, namely the following: • Ensure that dispatchers are notified at the beginning of each shift which units have CIT trained officers assigned so they are appropriately dispatched to calls for persons with mental health disabilities. • Develop protocols to ensure that mental health crisis calls for service are answered by intake personnel at the Department of Emergency Management and the information is appropriately relayed to field personnel.	Low	**DOJ Reviewed**	Chief of Staff	Peter Walsh, Commander	Lt. Mario Molina	Lt. Mario Molina	Tran
1 - Use of Force	Doctrine/ Policy Development	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.	12.2	SFPD should ensure an appropriate distribution of CIT trained personnel across all shifts in all districts.	Low	In Approval Process	Chief of Staff	Peter Walsh, Commander	Lt. Mario Molina	Lt. Michelle Craig	Tran

Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Bureau	Executive Sponsor	Findings Manager	Project Manager	Assigned Case Manager (ACM)
1 - Use of Force	Training	12	**The SFPD has significantly expanded its Crisis Intervention Team (CIT) training program; however, SFPD does not have a strong operations protocol for CIT response.** Crisis Intervention Team training instructs officers how to effectively manage behavioral crisis situations in the field. Since February 2015, all recruits complete the 40-hour Crisis Intervention Team training before they leave the Academy. As of March 2016, 593 members- 27 percent of the department have received crisis intervention training (CIT). Although there is a policy that supervisors are to be requested at the scene of an incident wherein a member of the public in mental health crisis is armed, more must be in place to address such situations. The team learned that CIT-trained officers are not pre-identified to facilitate their assignment to calls related to persons in mental health crisis. However, given the data issues facing SFPD, the ability to clearly track and confirm policy adherence for identifying CIT-trained officers remains an issue.	12.3	Newly promoted supervisors should also receive CIT training as part of their training for their new assignments.	Low	In Approval Process	Chief of Staff	Peter Walsh, Commander	Lt. Mario Molina	Lt. Wilfred Williams	Tran
1 - Use of Force	Community Policing	13	**The SFPD engages with the community following an officer-involved shooting incident through a town hall meeting in the community where the event occurred.** The town hall meetings following an officer-involved shooting in the relevant neighborhood is a promising practice.	13.1	The practice of hosting a town hall meeting in the community shortly after the incident should continue with a focus on only releasing known facts.	Immediate	**DOJ Reviewed**	Chief of Staff	Peter Walsh, Commander	Lt. Arline Gilmore	Lt. Arline Gilmore & Sgt. Michael Andraychak	Tran
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.1	The SFPD should develop an ongoing communication strategy for officer involved shootings.	High	**DOJ Reviewed**	Chief of Staff	Peter Walsh, Commander	Sgt. Michael Andraychak	Sgt. Michael Andraychak	Tran
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.2	The SFPD should ensure that media outreach is immediate and that information conveyed is succinct and accurate.	Immediate	**DOJ Reviewed**	Chief of Staff	Peter Walsh, Commander	Sgt. Michael Andraychak	Lt. Arline Gilmore & Sgt. Michael Andraychak	Tran
1 - Use of Force	Community Policing	14	**The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion.** The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.	14.3	The SFPD should use social media as a tool to relay critical and relevant information during the progression of the investigation.	Immediate	**DOJ Reviewed**	Chief of Staff	Peter Walsh, Commander	Sgt. Michael Andraychak	Lt. Arline Gilmore & Sgt. Michael Andraychak	Tran
1 - Use of Force	Community Policing	15	**The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.**	15.1	The SFPD needs to create outreach materials related to educating the public and the media on use of force and officer-involved shooting investigations and protocols. These materials should be disseminated widely through the various community engagement events and district station meetings.	Low	In Progress	Chief of Staff	Peter Walsh, Commander	Sgt. Michael Andraychak	Cmdr. Peter Walsh, Sgt. Michael Andraychak, Lt. Dennis Toomer, Ofc. Talkoff, Ofc. Rueca & Ofc. Gatapan	Tran
1 - Use of Force	Community Policing	15	**The SFPD does not adequately educate the public and the media on issues related to use of force and officer-involved shootings.**	15.2	The SFPD should host town hall presentations to educate the public and the media on use of force and officer-involved shooting investigations and protocols.	Low	**DOJ Reviewed**	Chief of Staff	Peter Walsh, Commander	Sgt. Michael Andraychak	Sgt. Michael Andraychak	Tran

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1 - Use of Force	Community Policing	16	**Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Tasers).** These tools are less-lethal weapons that are meant to help control persons who are acting aggressively. Many police agencies use these tools and report that they have helped reduce injury to officers and community members and lead to fewer officer-involved shootings. Promising practices suggest that the use of ECWs can result in less use of force.	16.1	Working with all key stakeholders and community members, the SFPD and the Police Commission should make an informed decision based on expectations, sentiment, and information from top experts in the country.	Low	In Progress	Chief of Staff	Peter Walsh, Commander	Capt. Carl Fabbri	Rania Adwan	Tran
1 - Use of Force	Doctrine/ Policy Development	16	**Currently, SFPD officers are not authorized to carry electronic control weapons (ECW, i.e., Tasers).** These tools are less-lethal weapons that are meant to help control persons who are acting aggressively. Many police agencies use these tools and report that they have helped reduce injury to officers and community members and lead to fewer officer-involved shootings. Promising practices suggest that the use of ECWs can result in less use of force.	16.2	The City and County of San Francisco should strongly consider deploying ECWs.	Low	In Progress	Chief of Staff	Peter Walsh, Commander	Capt. Carl Fabbri	Capt. Carl Fabbri	Tran
1 - Use of Force	Doctrine/ Policy Development	17	**Currently, the SFPD authorizes personnel to use the carotid restraint technique.** This technique poses a significant risk in the community and is not a routinely adopted force option in many law enforcement agencies. Contemporary policing discussions regarding use of force suggest that police agencies should carefully weigh any perceived benefit of the use of carotid restraint against potential harm. It is challenging to maintain the appropriate leverage and placement in close-encounter struggles, thereby increasing the risk on an unintended, harmful outcome. The department's pending draft order on use of force would eliminate the use of the carotid restraint.	17.1	The SFPD should immediately prohibit the carotid restraint technique as a use of force option.	Immediate	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	Lt. Arline Gilmore	Lt. Arline Gilmore & Sgt. Michael Andraychak	Tran
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.1	The SFPD needs to develop a policy for investigation standards and response for all officer use of force.	Medium	In Approval Process	Chief of Staff	Peter Walsh, Commander	Capt. John Jaimerena	Capt. John Jaimerena	Tran
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.2	The SFPD should create an on-scene checklist for use of force incidents.	Medium	In Approval Process	Chief of Staff	Peter Walsh, Commander	Capt. John Jaimerena	Capt. John Jaimerena	Tran
1 - Use of Force	Doctrine/ Policy Development	18	**The SFPD does not adequately investigate officer use of force.** At present, the level of investigations in the SFPD is not sufficient as it relates to officer use of force. There is minimal documentation of witnesses, no separate or summarized interview of witnesses, no routine collection of photographic evidence, and minimal analysis of the event from an evidentiary standpoint. If a supervisor does not respond, then it falls to the officer who used force to complete the investigation, which is unacceptable.	18.3	The SFPD needs to develop a protocol for proper development and handling of officer statements.	Medium	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	Capt. John Jaimerena	Lt. Mike Nevin	Tran

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1 - Use of Force	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	19.1	The SFPD needs to develop a standard officer-involved shooting protocol within 90 days of the release of this report.	Immediate	In Progress	Chief of Staff	Peter Walsh, Commander	Capt. Alexa O'Brien	Capt. Alexa O'Brien	Tran
1 - Use of Force	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	19.2	The SFPD needs to create a template for all officer-involved shooting files. This template should detail report structure and handling of evidence. SFPD should refer to Officer-Involved Shootings: A Guide for Law Enforcement Leaders.	Medium	In Progress	Chief of Staff	Peter Walsh, Commander	Capt. Alexa O'Brien	Capt. Alexa O'Brien	Tran

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1 - Use of Force	Doctrine/ Policy Development	19	**The SFPD does not maintain complete and consistent officer-involved shooting files.** The SFPD maintains two separate officer-involved shooting files, one with the Homicide Detail and one with IAD. The files are incomplete with no consistent report structure. The team encountered a lack of consistency as to the investigations as well. The fact that some investigative evidence is digital while other evidence is still in paper format may contribute to this inconsistency. Because Homicide Detail and IAD do not share protocols or standards for investigations of officer-involved shooting incidents, there is likelihood that evidence will not be properly identified or assessed, particularly with dual investigative approaches. Photos, crime scene logs, and video collection were referenced in many reports. However, these items were inventoried elsewhere without copies in the investigative files. Investigative files did not contain preliminary finding reports or draft reports—even files that were years old. Within Homicide Detail, many files contained an initial summary report but did not document basic records of who was called to attend the scene or who was on the scene.	19.3	The SFPD should ensure that all officer-involved shooting investigations are appropriately reviewed by all levels of supervision.	Immediate	**DOJ Reviewed**	Chief of Staff	Peter Walsh, Commander	Capt. Alexa O'Brien	Capt. Alexa O'Brien, Lt. Arline Gilmore & Sgt. Michael Andraychak	Tran
1 - Use of Force	IT/Data Business Processes	20	**The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis.** Because of limitations in the manner in which use of force and arrest data were collected by the SFPD, assessment team members were unable to perform a multivariate frequency analysis, which would have shed light on whether individuals who are members of racial minorities were subjected to force more often than White individuals during arrests.	20.1	The SFPD needs to develop reliable electronic in-custody arrest data. It needs to ensure that these arrest data accurately reflect the incident number from the event, and the number should be cross-referenced on both the booking card and the use of force reporting form.	Low	In Progress	Chief of Staff	Peter Walsh, Commander	Capt. Greg Mar	Capt. Greg Mar & Gordon Brussow	Tran
1 - Use of Force	IT/Data Business Processes	20	**The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis.** Because of limitations in the manner in which use of force and arrest data were collected by the SFPD, assessment team members were unable to perform a multivariate frequency analysis, which would have shed light on whether individuals who are members of racial minorities were subjected to force more often than White individuals during arrests.	20.2	The SFPD needs to audit arrest data and use of force data monthly to ensure proper recording of use of force incidents related to arrest incidents. An audit of these data should occur immediately upon publication of this report and monthly thereafter.	Immediate	In Progress	Chief of Staff	Peter Walsh, Commander	Capt. Greg Mar	Sgt. Stacy Youngblood & Susan Merritt, Director	Tran
1 - Use of Force	IT/Data Business Processes	20	**The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis.** Because of limitations in the manner in which use of force and arrest data were collected by the SFPD, assessment team members were unable to perform a multivariate frequency analysis, which would have shed light on whether individuals who are members of racial minorities were subjected to force more often than White individuals during arrests.	20.3	The SFPD needs to advocate for better coordination with the San Francisco Sheriff's Department to ensure that the recording of SFPD arrest data is accurate and corresponds with SFPD incident report and arrest data.	Low	In Progress	Chief of Staff	Peter Walsh, Commander	Capt. Greg Mar	Capt. Greg Mar & Gordon Brussow	Tran
1 - Use of Force	IT/Data Business Processes	20	**The SFPD does not capture sufficient data on arrest and use of force incidents to support strong scientific analysis.** Because of limitations in the manner in which use of force and arrest data were collected by the SFPD, assessment team members were unable to perform a multivariate frequency analysis, which would have shed light on whether individuals who are members of racial minorities were subjected to force more often than White individuals during arrests.	20.4	The SFPD should identify a research partner to further refine its use of force data collection and to explore the data findings of this report to identify appropriate data for measurement and to determine causal factors.	Low	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	Capt. Greg Mar	Sgt. Stacy Youngblood	Tran
1 - Use of Force	IT/Data Business Processes	21	**Community members' race or ethnicity was not significantly associated with the severity of force used or injury arising from an officer's use of force**.	21.1	The SFPD should continue to collect and analyze use of force data to identify patterns and trends over time consistent with recommendations in finding 20.	Low	In Approval Process	Chief of Staff	Peter Walsh, Commander	Lt. Kathryn Waaland	Sgt. Stacy Youngblood	Tran

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1 - Use of Force	IT/Data Business Processes	22	**When only minority officers were involved in a use of force incident, the severity of force used and the injuries sustained by community members increased.**	22.1	The SFPD needs to improve data collection on use of force so that further analysis can be conducted to better understand this finding.	Low	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	Lt. Kathryn Waaland	Sgt. Stacy Youngblood	Tran
1 - Use of Force	Doctrine/ Policy Development	23	**The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.** SFPD policy provides for a variety of exceptions that allow officers to shoot at a moving vehicle, which effectively nullifies the general statement that officers are prohibited from discharging their firearm at the operator or occupant of a moving vehicle. The department's pending draft order on use of force allows shooting at vehicles when there is an immediate threat of death or injury by means other than the vehicle.	23.1	The SFPD should immediately implement this provision of the draft policy.	Immediate	SFPD Complete/ DOJ Review	Chief of Staff	Peter Walsh, Commander	Lt. Arline Gilmore	Lt. Arline Gilmore & Sgt. Michael Andraychak	Tran
1 - Use of Force	Doctrine/ Policy Development	23	**The SFPD allows members to shoot at moving vehicles under certain circumstances pursuant to Department General Order 5.02 – Use of Firearms.** SFPD policy provides for a variety of exceptions that allow officers to shoot at a moving vehicle, which effectively nullifies the general statement that officers are prohibited from discharging their firearm at the operator or occupant of a moving vehicle. The department's pending draft order on use of force allows shooting at vehicles when there is an immediate threat of death or injury by means other than the vehicle.	23.2	The FDRB should be tasked with review of all prior officer-involved shooting and discharge incidents in which firearms are discharged at a moving vehicle to · evaluate and identify commonalities with recommendations for policy and training as a result of the review; · oversee training and policy development aimed at eliminating the need for such actions; · report to the Police Commission about the outcomes of the review and the actions taken to overcome those situations that contribute to such incidents.	Medium	In Approval Process	Chief of Staff	Peter Walsh, Commander	Lt. Arline Gilmore	Capt. Joseph McFadden	Tran
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	24.1	The SFPD should immediately implement the bias audit as recommended by the U.S. Department of Justice COPS Office on May 5, 2016 (see appendix K).	Immediate	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Peter Walsh	Cmdr. Peter Walsh	Ahern
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	24.2	Upon completion of recommendation 24.1, the outcome should be presented to the Police Commission.	High	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Peter Walsh	Cmdr. Peter Walsh & Rania Adwan	Ahern
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	24.3	The SFPD should immediately establish a policy and practice for ongoing audit of electronic communication devices to determine whether they are being used to communicate bias.	Immediate	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Peter Walsh	Cmdr. Peter Walsh	Ahern

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2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	24.4	The SFPD should implement a policy and a Department General Order stipulating that there is no right to privacy in any use of department-owned equipment or facilities.	Immediate	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Peter Walsh	Lt. Arline Gilmore, Christine Fountain & Sgt. Michael Andraychak	Ahern
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	24.5	The SFPD should require all members to acknowledge appropriate use standards for electronic communications. This should be a signed acknowledgement, retained in the personnel file of the member, and department personnel should receive an alert reminding them of appropriate use whenever they sign onto SFPD systems.	Immediate	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Peter Walsh	Susan Merritt, Director	Ahern
2 - Bias	Doctrine/ Policy Development	24	**The SFPD did not conduct a comprehensive audit of official electronic communications, including department-issued e-mails, communications on mobile data terminals, and text messages on department-issued phones following the texting incidents.** The advice in the memo (found in appendix K on page 390) sent on May 5, 2016, has not been completed by the SFPD. The recommended audit is to ensure organizational integrity regarding the potential for bias in departmental electronic communications.	24.6	The SFPD should report twice a year to the Police Commission on the outcome of these audits, including the number completed, the number and types of devices audited, the findings of the audit, and the personnel outcomes where biased language or other conduct violations are discovered.	Immediate	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Peter Walsh	Lt. Arline Gilmore & Rania Adwan	Ahern
2 - Bias	Doctrine/ Policy Development	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.**	25.1	The SFPD should immediately update Department General Order 5.17 – Policy Prohibiting Biased Policing (effective May 4, 2011) and Department General Order 11.07 – Discrimination and Harassment (effective May 6, 2009) to reflect its current initiatives and align with best practices.	Immediate	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Robert O'Sullivan	Officer Will Ahern	Ahern
2 - Bias	Training	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.**	25.2	Upon meeting recommendation 25.1, SFPD leadership should release a roll-call video explaining the Department General Orders and reinforcing that a bias-free department is a priority.	High	In Progress	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. David Lazar	Lt. Wilfred Williams	Ahern

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2 - Bias	Training	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.**	25.3	The SFPD should develop and publish a comprehensive strategy to address bias. The strategy should create a framework for the SFPD to · be informed by the preliminary action planning that was initiated during the command-level training in Fair and Impartial Policing, which addressed policy, recruitment, and hiring; training; leadership, supervision, and accountability; operations; measurement; and outreach to diverse communities; · update policies prohibiting biased policing to include specific discipline outcomes for failure to follow policy; · continue to expand recruitment and hiring from diverse communities (see recommendation 84.2); · partner with the communities and stakeholders in San Francisco on anti-bias outreach (see recommendation 26.1); · improve data collection and analysis to facilitate greater knowledge and transparency around policing practices in the SFPD; · expand its focus on initiatives relating to anti-bias and fully implement existing programs as part of the overall bias strategy, including the existing Not on My Watch program aimed at engaging officers and the community on addressing issues of bias.	High	In Progress	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. David Lazar	Lt. Wilfred Williams	Ahern
2 - Bias	Doctrine/ Policy Development	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.**	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.	Immediate	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. David Lazar	Officer Will Ahern	Ahern
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	26.1	The Chief's Advisory Forum should be re-invigorated and allow for diverse communities to have meaningful input into bias training, policies, and the SFPD's other anti-bias programming. The chief should ensure that marginalized communities are given a meaningful opportunity to be a part of the Advisory Forum.	Medium	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Greg McEachern	Capt. Una Bailey	Ahern
2 - Bias	Doctrine/ Policy Development	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	26.2	The SFPD should more clearly describe its anti-bias policies and practices for reporting police misconduct and its commitment to ensuring that policing in San Francisco will be bias-free.	Immediate	**DOJ Reviewed**	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Greg McEachern	Capt. Chris Pedrini	Ahern
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	26.3	The SFPD should implement an immediate public education campaign on the policies and procedures for reporting misconduct as centered on anti-bias and the initiatives underway.	Immediate	**DOJ Reviewed**	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Greg McEachern	David Stevenson, Director	Ahern
2 - Bias	Community Policing	26	**There is limited community input on the SFPD's actions regarding its anti-bias policies and practices.**	26.4	The SFPD should work with the Police Commission to convene a community focus group to obtain input on the policies and practices as they are being developed.	Low	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Greg McEachern	Capt. Una Bailey	Ahern
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	27.1	The SFPD should develop a training plan based on a training needs assessment specific to the delivery of anti-bias training as part of an ongoing strategic approach to addressing bias in the SFPD.	Medium	In Progress	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Robert O'Sullivan	Lt. Wilfred Williams	Ahern

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2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	27.2	The SFPD should begin anti-bias and cultural competency training of department members immediately and should not await the outcome of the training needs assessment. All officers should complete implicit bias training and cultural competency training, which should include the following topics: · Implicit bias awareness and skills for promoting bias-free policing · The definition of cultural competence · Disparate treatment, prejudice, and related terms and their application in law enforcement · The history of various cultures and underrepresented groups in society · Self-assessment of cultural competency and strategies for enhancing one's proficiency in this area · Culturally proficient leadership and law enforcement in communities	Immediate	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Greg Yee	Lt. Wilfred Williams	Ahern
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	27.3	Training addressing explicit and implicit biases should employ teaching methodologies that implement interactive adult learning concepts rather than straight lecture-based training delivery.	Low	In Progress	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Robert O'Sullivan	Lt. Wilfred Williams	Ahern
2 - Bias	Leadership/ Management Culture	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	27.4	To ensure first-line supervisors understand the key role they play in addressing bias, supervisor training should include coaching, mentoring, and direct engagement with problem officers.	Medium	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Robert O'Sullivan	Lt. Mark Im	Ahern
2 - Bias	Training	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	27.5	All officers and supervisors should be fully trained on bias and cultural competency within 18 months of the release of this report.	Low	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Greg Yee	Lt. Wilfred Williams	Ahern
2 - Bias	IT/Data Business Processes	27	**The SFPD is not addressing the anti-bias goals set forth through the Fair and Impartial Policing training-the-trainers session.** The SFPD is to be commended for participating in the development of "train the trainers" for Fair and Impartial Policing. However, this training opportunity now needs to be integrated into an organizational approach to developing training delivery across the SFPD. Robust and ongoing training that addresses explicit and implicit biases must be a top priority, not only for the chief of police, the command staff, and the Training and Education Division, but for every member of the department.	27.6	The SFPD should measure the efficacy of such training through careful data collection and analysis practices, ideally in partnership with an academic researcher.	Low	In Progress	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Robert O'Sullivan	Lt. Jennifer Dorantes	Ahern

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2 - Bias	Doctrine/ Policy Development	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.1	The SFPD should investigate complaints of bias transparently and openly and recognize its potential impact upon the larger group of officers who do not hold such views and upon the affected communities of San Francisco. To address these concerns, the department should · identify specific roles and responsibilities for supervision of officers regarding biased behavior; · analyze E-585 traffic stop incident report data and enforcement actions with a lens for possible bias or disparate treatment and require supervisors to review these analyses; · identify intervention mechanisms beyond discipline to deal with potentially biased behaviors.	Medium	In Progress	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Mikail Ali	Cmdr. Robert O'Sullivan	Ahern
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.2	The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.	Immediate	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Mikail Ali	Lt. Arline Gilmore & Sgt. Michael Andraychak	Ahern
2 - Bias	Training	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.3	The SFPD should establish routine, ongoing roll-call training requirements for supervisors on key leadership issues, including their role in promoting fair and impartial policing.	Immediate	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Mikail Ali	Capt. Michelle Jean	Ahern

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2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.4	The SFPD needs to engage in early identification of and intervention in behaviors that are indicative of bias through direct supervision, data review, and observation of officer activity.	Immediate	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Mikail Ali	Lt. Arline Gilmore	Ahern
2 - Bias	Training	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.5	The SFPD needs to train supervisors to recognize behaviors that are indicative of bias and intervene effectively.	Immediate	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Mikail Ali	Lt. Mark Im	Ahern
2 - Bias	Doctrine/ Policy Development	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.6	The SFPD must address practices within the organization that reflect explicit biases and intervene with firm, timely disciplinary responses.	Immediate	**DOJ Reviewed**	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Mikail Ali	Lt. Arline Gilmore & Sgt. Michael Andraychak	Ahern
2 - Bias	Leadership/ Management Culture	28	**The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.** The SFPD responded to the racist, sexist, homophobic, and transphobic texts by a large group of officers by investigating the incident and disciplining the officers directly involved. However, given the nature of the officers' open and flagrant behavior, the SFPD should have taken action to ensure that this was not an institutionalized problem, including steps to address the behavior at the organizational level. Community perceptions that biased behaviors exist in the SFPD were exacerbated by the explicit bias demonstrated by SFPD officers in the texting scandals and the subsequent failure to take appropriate action.	28.7	The SFPD needs to encourage all personnel to report biased behavior to the appropriate officials.	Immediate	**DOJ Reviewed**	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Mikail Ali	Lt. Arline Gilmore & Sgt. Michael Andraychak	Ahern
2 - Bias	Doctrine/ Policy Development	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	29.1	The SFPD and OCC should establish shared protocols for investigating bias that do not relying solely on witness statements, given that bias incidents are often reported as one-on-one occurrences.	Medium	In Progress	Field Operations	Toney Chaplin, Assistant Chief Operations	Lt. Andy Cox	Lt. Andy Cox	Ahern

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2 - Bias	Training	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	29.2	The SFPD should ensure that supervisors are trained on bias investigations, including all of the following: · How to identify biased police practices when reviewing investigatory stop, arrest, and use of force data · How to respond to a complaint of biased police practices, including conducting a preliminary investigation of the complaint in order to preserve key evidence and potential witnesses · How to evaluate complaints of improper pedestrian stops for potential biased police practices	High	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	Lt. Andy Cox	Lt. Andy Cox	Ahern
2 - Bias	Doctrine/ Policy Development	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	29.3	The SFPD should work with the City and County of San Francisco to ensure quality bias investigation training to all oversight investigators.	High	In Progress	Field Operations	Toney Chaplin, Assistant Chief Operations	Lt. Andy Cox	Lt. Andy Cox	Ahern
2 - Bias	Community Policing	29	**Allegations of biased policing by community members have not been sustained against an officer in more than three years.**	29.4	SFPD leadership should explore the options for alternate dispute resolutions regarding bias complaints, including mediation. This is an opportunity to bring police and community members together to foster an improved understanding of police practices and community perceptions. Because bias complaints are rooted in perception and often difficult to sustain, mediation provides for a timelier, more transparent, and potentially more procedurally just resolution for the community member who lodged the complaint.	Medium	**DOJ Reviewed**	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Peter Walsh	Lt. Chris Woon	Ahern
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	30.1	The SFPD should develop a plan to conduct further review and analysis of traffic stop data to identify the reasons and potential solutions for the traffic stop data disparities. The plan should be developed within 180 days of the issuance of this report.	High	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Mikail Ali	Cmdr. Robert O'Sullivan	Ahern
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	30.2	Upon completion of recommendation 30.1, the SFPD should implement the plan to review and analyze traffic stop data to identify the reasons and potential solutions for the traffic stop data disparities.	Low	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Mikail Ali	Cmdr. Robert O'Sullivan	Ahern
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	30.3	The SFPD should provide supervisors with the results of timely data analyses regarding the E-585 traffic stop incident report activity of their officers that allow them to identify and proactively intervene when outlier officers are identified.	Low	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Mikail Ali	Susan Merritt, Director	Ahern
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	30.4	Until the data are electronic, supervisors should be provided with monthly paper reports regarding the E-585 traffic stop incident report activity of officers under their command.	High	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Mikail Ali	Cmdr. Robert O'Sullivan	Ahern

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2 - Bias	Training	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	30.5	SFPD supervisors must be trained (pursuant to recommendation 27.1) to review and assess E-585 traffic stop incident report data for disparate outcomes, particularly in relation to peer groups within the unit.	Medium	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Mikail Ali	Cmdr. Robert O'Sullivan	Ahern
2 - Bias	IT/Data Business Processes	30	**The weight of the evidence indicates that African-American drivers were disproportionately stopped compared to their representation in the driving population.** Citywide, African-American drivers were 24 percent more likely to be stopped by the police than their estimated representation in the driving population, and they were 9 percent more likely to be stopped given their estimated representation among potential traffic violators.	30.6	The SFPD should implement the data collection recommendations regarding improving traffic stop data provided in appendix F. The timing of the implementation needs to be identified in the technology plan.	Low	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Mikail Ali	Susan Merritt, Director	Ahern
2 - Bias	IT/Data Business Processes	31	**African-American and Hispanic drivers were disproportionately searched and arrested compared to White drivers. In addition, African-American drivers were more likely to be warned and less likely to be ticketed than White drivers.** The racial disparity in traffic stops and post-stop outcomes appears to be large and statistically significant.	31.1	The SFPD needs to analyze the data and look for trends and patterns over time to reduce the racial and ethnic disparities in post-stop outcomes.	Immediate	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	Capt. Daryl Fong	Capt. Daryl Fong	Ahern
2 - Bias	IT/Data Business Processes	32	**Not only are African-American and Hispanic drivers disproportionately searched following traffic stops but they are also less likely to be found with contraband than White drivers.**	32.1	As stated in finding 31, the SFPD should complete recommendations 31.1.	Immediate	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	Capt. Curtis Lum	Capt. Daryl Fong	Ahern
2 - Bias	Training	32	**Not only are African-American and Hispanic drivers disproportionately searched following traffic stops but they are also less likely to be found with contraband than White drivers.**	32.2	The SFPD needs better training on the Fourth Amendment and applicable state laws on search and seizure.	Medium	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	Capt. Curtis Lum	Capt. Curtis Lum	Ahern
2 - Bias	IT/Data Business Processes	33	**The current E-585 traffic stop incident report does not collect sufficient or appropriate information to allow for a robust analysis of possible bias by SFPD officers.**	33.1	The SFPD should implement the data collection recommendations in appendix F to allow for better information and analysis of stop data.	Low	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	Susan Merritt, Director	Susan Merritt, Director	Ahern
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	34.1	The SFPD should prioritize the collection, analysis, and reporting of all nonconsensual stop data, including pedestrian and nonmotorized conveyances.	Medium	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	Susan Merritt, Director	Susan Merritt, Director	Ahern
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	34.2	The SFPD should mandate the collection of stop report data on any stop or detention of a pedestrian or person riding a nonmotorized conveyance, such as a bicycle, skateboard, or scooter. This should begin immediately and not wait until AB 953 requires such action in April 2019.	Immediate	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	Susan Merritt, Director	Susan Merritt, Director	Ahern
2 - Bias	IT/Data Business Processes	34	**The SFPD does not routinely collect or analyze data on stops involving pedestrian and nonmotorized conveyances.**	34.3	The SFPD should consider expanding the functionality of the E-585 traffic stop incident report data collection system to include data collection for all pedestrian and nonmotorized conveyances.	Immediate	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	Susan Merritt, Director	Susan Merritt, Director	Ahern

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2 - Bias	Doctrine/ Policy Development	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	35.1	The SFPD should adopt new policies and procedures for collecting traffic and pedestrian stop data, public complaints, and enforcement actions. Information for these events should be recorded accurately.	Low	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Greg McEachern	Capt. Una Bailey	Ahern
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	35.2	The SFPD should analyze its existing technology capacity and develop a strategic plan for how data are identified, collected, and used to advance sound management practices.	Low	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Greg McEachern	Capt. Una Bailey	Ahern
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	35.3	SFPD leadership should make a concerted effort to focus on data collection and to create systems and analysis protocols that will inform supervisors where incidents of potential bias or disparate treatment occur or where patterns in officer behavior exist that warrant further examination or monitoring.	Medium	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Greg McEachern	Capt. Una Bailey	Ahern
2 - Bias	IT/Data Business Processes	35	**The SFPD does not have sufficient systems, tools, or resources needed to integrate and develop the appropriate data required to support a modern, professional police department.** Many of the department's technology and information sharing systems are outdated and not integrated and do not support ready access for analysis to inform management decisions. Progressive police supervision requires timely access to accurate information regarding officer activity, traffic and pedestrian stops, use of force, and resident complaints to help analyze officers' actions and trends. The SFPD must conduct an assessment across the whole organization and determine how to prioritize the implementation of IT solutions for key management and operational practices.	35.4	The SFPD should continue participating in the White House Police Data Initiative and seek to expand its data collection and reporting consistent with those recommendations and the goals of the initiative. Finding 36	Immediate	**DOJ Reviewed**	Field Operations	Toney Chaplin, Assistant Chief Operations	Cmdr. Greg McEachern	Lt. Arline Gilmore & Sgt. Michael Andraychak	Ahern

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2 - Bias	IT/Data Business Processes	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	36.1	The SFPD should develop an audit practice to evaluate the impact on the department of the implementation of new training programs.	Medium	In Progress	Field Operations	Toney Chaplin, Assistant Chief Operations	Capt. Curtis Lum	Lt. Wilfred Williams	Ahern
2 - Bias	Doctrine/ Policy Development	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	36.2	The SFPD should incorporate ongoing review and audit of anti-bias programs into a quarterly report that includes promising practices and lessons learned.	Medium	In Progress	Field Operations	Toney Chaplin, Assistant Chief Operations	Capt. Curtis Lum	Lt. Wilfred Williams	Ahern
2 - Bias	Doctrine/ Policy Development	36	**The SFPD does not have an organizational performance approach to evaluating the impact of policies, practices, and procedures aimed at reducing bias within the department.**	36.3	The SFPD should review all of its policies, procedures, manuals, training curricula, forms, and other materials to eliminate the use of archaic or biased language. For example, the SFPD should review the use of the word "citizen" in policies and forms, such as the Citizen Complaint Form (SFPD/OCC 293). This assessment should be completed within 120 days of the issuance of this report.	Immediate	In Approval Process	Field Operations	Toney Chaplin, Assistant Chief Operations	Capt. Curtis Lum	Sgt. Rowena (Wilson) Hara	Ahern
2 - Bias	Doctrine/ Policy Development	37	**The policy for the use of Field Interview cards fails to outline sufficient guidance on when they should be completed.**	37.1	The SFPD should establish policy that specifically governs when and how Field Interview cards are completed. This should be accomplished within 180 days of the issuance of this report.	High	SFPD Complete/ DOJ Review	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Denise Schmitt	Lt. Ric Schiff	Ahern
2 - Bias	IT/Data Business Processes	37	**The policy for the use of Field Interview cards fails to outline sufficient guidance on when they should be completed.**	37.2	The SFPD needs to reassess its use, storage, and collection of Field Interview cards to ensure data retention and collection are in accord with legal requirements. Annual audit of Field Interview cards should be part of the data retention practices.	Low	**DOJ Reviewed**	Field Operations	Toney Chaplin, Assistant Chief Operations	DC Denise Schmitt	Lt. Ric Schiff	Ahern
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.1	The SFPD needs to expand its outreach to its communities in a manner designed to demonstrate its commitment to procedural justice.	High	In Progress	Community Engagement Division	David Lazar, Commander	Capt. Raj Vaswani	Capt. Raj Vaswani	Fuentes
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.2	SFPD leadership should take an active and direct role in community engagement at the neighborhood level.	Immediate	SFPD Complete/ DOJ Review	Community Engagement Division	David Lazar, Commander	Capt. Raj Vaswani	Lt. Troy Dangerfield	Fuentes
3 - Community Policing	Community Policing	38	**There is a strong perception among community members that the SFPD is not committed to the principles of procedural justice.** The assessment team heard from community members who expressed concerns over being treated unfairly, not being given a voice, or not being able to participate in policing decisions that affect the community.	38.3	The SFPD should engage community members in the implementation of the recommendations in this report.	High	In Progress	Community Engagement Division	David Lazar, Commander	Capt. Raj Vaswani	Capt. Raj Vaswani	Fuentes
3 - Community Policing	Community Policing	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.**	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.	Medium	In Progress	Community Engagement Division	DC Michael Connolly	PSPPB	Capt. Milanda Moore	Fuentes
3 - Community Policing	Community Policing	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.**	39.2	SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.	Medium	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Cmdr. David Lazar	Fuentes
3 - Community Policing	Community Policing	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.**	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.	Immediate	In Progress	Community Engagement Division	DC Michael Connolly	PSPPB	Capt. Milanda Moore	Fuentes

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3 - Community Policing	Training	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.**	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.	Medium	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Capt. Jack Hart & Lt. Mark Im	Fuentes
3 - Community Policing	IT/Data Business Processes	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.**	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.	Low	SFPD Complete/ DOJ Review	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Susan Merritt, Director	Fuentes
3 - Community Policing	IT/Data Business Processes	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.**	39.6	The SFPD must conduct a gap analysis comparing the current state of the department's information gathering, analyzing, and sharing assets and capabilities with the established modern best practices. This should be completed within six months of the issuance of this report.	High	SFPD Complete/ DOJ Review	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Susan Merritt, Director	Fuentes
3 - Community Policing	IT/Data Business Processes	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.**	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.	High	In Approval Process	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Susan Merritt, Director & Will Sanson-Mosier	Fuentes
3 - Community Policing	IT/Data Business Processes	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.**	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.	Low	SFPD Complete/ DOJ Review	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Susan Merritt, Director	Fuentes
3 - Community Policing	IT/Data Business Processes	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.**	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.	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Susan Merritt, Director	Fuentes
3 - Community Policing	Community Policing	40	**The SFPD does not formalize community engagement in support of community policing practices.** The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is following the tenets of community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities.	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.	Medium	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Cmdr. David Lazar, Lt. Julian Ng & Lt. Georgia Sawyer	Fuentes

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3 - Community Policing	Doctrine/ Policy Development	40	**The SFPD does not formalize community engagement in support of community policing practices.** The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is following the tenets of community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities.	40.2	As part of recommendation 39.3, the SFPD should direct the Strategic Planning Steering Committee to develop a strategic plan within six months of the issuance of this report that clearly defines the following: · The department's vision, mission, and values statements. Once these statements are in place, the committee should establish agency-wide objectives and individual goals as the guiding principles that codify the SFPD's collective beliefs. · The department's strategic framework for the planning process. This framework will ensure that the process results in a plan that supports the coordination of priorities and objectives across individuals, work groups, 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.	High	In Progress	Community Engagement Division	DC Michael Connolly	PSPPB	Capt. Milanda Moore	Fuentes
3 - Community Policing	Community Policing	40	**The SFPD does not formalize community engagement in support of community policing practices.** The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is following the tenets of community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities.	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.	High	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Lt. Mike Deely	Fuentes
3 - Community Policing	Community Policing	40	**The SFPD does not formalize community engagement in support of community policing practices.** The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is following the tenets of community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities.	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.	High	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Lt. Pete Hamilton	Fuentes
3 - Community Policing	IT/Data Business Processes	40	**The SFPD does not formalize community engagement in support of community policing practices.** The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is following the tenets of community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities.	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.	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Cmdr. Ann Mannix	Fuentes

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3 - Community Policing	Doctrine/ Policy Development	40	**The SFPD does not formalize community engagement in support of community policing practices.** The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is following the tenets of community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities.	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.	Immediate	In Approval Process	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Capt. Denise Flaherty	Fuentes
3 - Community Policing	Doctrine/ Policy Development	40	**The SFPD does not formalize community engagement in support of community policing practices.** The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is following the tenets of community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities.	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.	Low	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Cmdr. David Lazar	Fuentes
3 - Community Policing	Community Policing	40	**The SFPD does not formalize community engagement in support of community policing practices.** The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is following the tenets of community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities.	40.8	The SFPD should publish and post its annual review of progress toward the community policing goals and objectives.	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Lt. Jennifer Jackson	Fuentes
3 - Community Policing	Community Policing	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.** These overarching directives do not sufficiently reflect the vision, plan, or goals of the SFPD with regard to community policing. They need to be updated and maintained as living documents that guide the community policing activities of the organization.	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	Low	In Progress	Community Engagement Division	David Lazar, Commander	Lt. Molly Pengel	Sgt. Kin Lee	Fuentes
3 - Community Policing	Community Policing	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.** These overarching directives do not sufficiently reflect the vision, plan, or goals of the SFPD with regard to community policing. They need to be updated and maintained as living documents that guide the community policing activities of the organization.	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.	Medium	In Progress	Community Engagement Division	David Lazar, Commander	Lt. Molly Pengel	Sgt. Kin Lee & Rania Adwan	Fuentes

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Objective Number & Title	Concept	Finding #	Findings	Rec #	Recommendations	Priority	Status	Bureau	Executive Sponsor	Findings Manager	Project Manager	Assigned Case Manager (ACM)
3 - Community Policing	Community Policing	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	Medium	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. Ann Mannix	Capt. John Sanford	Fuentes
3 - Community Policing	Community Policing	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	Medium	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. Ann Mannix	Capt. John Sanford	Fuentes
3 - Community Policing	Leadership/ Management Culture	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	42.3	The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.	Medium	In Approval Process	Community Engagement Division	David Lazar, Commander	Cmdr. Ann Mannix	Capt. Tim Falvey	Fuentes

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3 - Community Policing	IT/Data Business Processes	42	**The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.** Without an overall strategy, the SFPD's community policing activities represent only a collection of programs aimed at engaging with the community. Some SFPD district captains are creatively engaging the community and identifying promising practices; however, by not systematically identifying these practices they are working in silos. Every unit in the SFPD must have a community policing plan that is measurable and also coordinates with, supports, and is accountable to the organizational strategic plan. Ensuring that the whole of the organization is actively engaged with the community supports community policing goals, develops a culture that is consistent with true police-community partnerships, and allows the department to more effectively respond to community needs.	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.	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	Cmdr. Ann Mannix	Susan Merritt, Director & Nasrin Taghvaei	Fuentes
3 - Community Policing	Community Policing	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.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	43.1	The SFPD should continue to actively support the programs aimed at community engagement, including Coffee with a Cop, the San Francisco Police Activities League, San Francisco Safety Awareness for Everyone, and The Garden Project.	Medium	In Progress	Community Engagement Division	David Lazar, Commander	Lt. Troy Dangerfield	Sgt. Kin Lee	Fuentes
3 - Community Policing	Community Policing	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.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	Medium	In Approval Process	Community Engagement Division	David Lazar, Commander	Lt. Troy Dangerfield	Sgt. Kin Lee & Sgt. Laxman Dharmani	Fuentes
3 - Community Policing	Community Policing	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.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	Low	SFPD Complete/ DOJ Review	Community Engagement Division	David Lazar, Commander	Lt. Troy Dangerfield	Sgt. Kin Lee	Fuentes
3 - Community Policing	Community Policing	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.** The SFPD partners on a variety of projects and is to be commended. As the department expands its work with the local communities, it must continue to ensure cultural sensitivity to projects it is implementing and when seeking to partner with additional members of the community. Public perception and community customs need to be at the forefront of the decision process.	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.	High	In Progress	Community Engagement Division	David Lazar, Commander	Lt. Troy Dangerfield	Capt. Valerie Matthews	Fuentes

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3 - Community Policing	Doctrine/ Policy Development	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**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Medium	In Approval Process	Community Engagement Division	David Lazar, Commander	Capt. Carl Fabbri	Cmdr. David Lazar	Fuentes
3 - Community Policing	Doctrine/ Policy Development	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**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Immediate	In Approval Process	Community Engagement Division	David Lazar, Commander	Capt. Carl Fabbri	Lt. Brian Devlin	Fuentes
3 - Community Policing	Doctrine/ Policy Development	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**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Immediate	SFPD Complete/ DOJ Review	Community Engagement Division	David Lazar, Commander	Capt. Carl Fabbri	Lt. Arline Gilmore & Sgt. Michael Andraychak	Fuentes
3 - Community Policing	Doctrine/ Policy Development	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**. In the absence of structured goals and objectives, the Professional Standards and Principled Policing Bureau has little influence in guiding the community policing-related activities.	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.	Medium	In Approval Process	Community Engagement Division	David Lazar, Commander	Capt. Carl Fabbri	Capt. Carl Fabbri	Fuentes
3 - Community Policing	Community Policing	45	**The SFPD is not focused on community policing efforts across the entire department.**	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.	Low	In Progress	Community Engagement Division	David Lazar, Commander	Capt. Alexa O'Brien	Capt. Alexa O'Brien	Fuentes
3 - Community Policing	Training	45	**The SFPD is not focused on community policing efforts across the entire department.**	45.2	SFPD leadership should provide short video messages on the importance of the entire agency understanding and embracing community policing.	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	Capt. Alexa O'Brien	David Stevenson, Director & Sgt. Michael Andraychak	Fuentes
3 - Community Policing	Community Policing	45	**The SFPD is not focused on community policing efforts across the entire department.**	45.3	The SFPD should consider mandating annual community policing training to the entire agency.	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	Capt. Alexa O'Brien	Capt. Michelle Jean	Fuentes
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	46.1	The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.	Low	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. Greg McEachern	Sgt. Arlin Vanderbilt	Fuentes
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	Low	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. Greg McEachern	Lt. Chris Creed	Fuentes
3 - Community Policing	Doctrine/ Policy Development	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	Low	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. Greg McEachern	Cmdr. Teresa Ewins	Fuentes
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	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.	Low	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. Greg McEachern	Lt. Chris Creed	Fuentes
3 - Community Policing	IT/Data Business Processes	46	**The SFPD does not collect data around community policing nor measure success within community policing functions and programs.**	46.5	The SFPD should publish and post any community survey results.	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	Cmdr. Greg McEachern	Susan Merritt, Director & Nasrin Taghvaei	Fuentes

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3 - Community Policing	IT/Data Business Processes	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.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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).	Low	In Progress	Community Engagement Division	David Lazar, Commander	David Stevenson, Director	Catherine McGuire, Director	Fuentes
3 - Community Policing	IT/Data Business Processes	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.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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.	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	David Stevenson, Director	David Stevenson, Director & Sgt. Michael Andraychak	Fuentes
3 - Community Policing	Community Policing	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.** The Bay Area is home to several academic institutions, and a partnership arrangement should be considered not only for the community survey but also as a means to measure overall progress of the department's reform efforts. Such an arrangement would allow for ongoing transparent evaluation of the reforms that have been publicly promised to the residents of San Francisco.	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.	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	David Stevenson, Director	David Stevenson, Director	Fuentes
3 - Community Policing	Community Policing	48	**The SFPD needs to develop a robust, broad-based community forum for input on policing priorities across all communities.**	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.	Medium	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Cmdr. David Lazar	Fuentes
3 - Community Policing	IT/Data Business Processes	48	**The SFPD needs to develop a robust, broad-based community forum for input on policing priorities across all communities.**	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.	Low	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. David Lazar	Capt. Curtis Lum	Fuentes
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	49.1	The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	Cmdr. Robert O'Sullivan	Lt. Mark Im & Capt. Michelle Jean	Fuentes
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	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.	Low	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. Robert O'Sullivan	Lt. Mark Im & Capt. Michelle Jean	Fuentes
3 - Community Policing	Training	49	**Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.**	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.	Low	SFPD Complete/ DOJ Review	Community Engagement Division	David Lazar, Commander	Cmdr. Greg Yee	Capt. Michelle Jean & Lt. W. Williams	Fuentes
3 - Community Policing	Doctrine/ Policy Development	50	**The SFPD does not require agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.**	50.1	The SFPD should require all agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.	Immediate	**DOJ Reviewed**	Community Engagement Division	David Lazar, Commander	Capt. Eric Vintero	Lt. Arline Gilmore & Sgt. Michael Andraychak	Fuentes

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3 - Community Policing	Leadership/ Management Culture	50	**The SFPD does not require agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.**	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.	Immediate	In Approval Process	Community Engagement Division	David Lazar, Commander	Capt. Eric Vintero	Lt. Arline Gilmore & Sgt. Michael Andraychak	Fuentes
3 - Community Policing	Training	51	**Training curricula do not address the complex emerging community issues in the current law enforcement environment.**	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.	Medium	In Approval Process	Community Engagement Division	David Lazar, Commander	Capt. Jack Hart	Lt. Wilfred Williams	Fuentes
3 - Community Policing	Training	51	**Training curricula do not address the complex emerging community issues in the current law enforcement environment.**	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.	Medium	SFPD Complete/ DOJ Review	Community Engagement Division	David Lazar, Commander	Capt. Jack Hart	Capt. Michelle Jean	Fuentes
3 - Community Policing	Doctrine/ Policy Development	52	**The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community**. Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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.	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	Cmdr. Daniel Perea	Lt. Ed Delcarlo, Lt. Mike Nevin, Sgt. Jeff Ferreira & Sgt. Georgia Sawyer	Fuentes
3 - Community Policing	Doctrine/ Policy Development	52	**The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community**. Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	Cmdr. Daniel Perea	Lt. Ed Delcarlo, Lt. Mike Nevin & Sgt. Jeff Ferreira	Fuentes
3 - Community Policing	IT/Data Business Processes	52	**The SFPD has not fully engaged with all institutional and community partners to coordinate service provision to the homeless community**. Significant amounts of SFPD resources are directed at responding to issues involving the homeless community. The SFPD needs to assess and ensure that these resources are being used to their greatest value	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.	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	Cmdr. Daniel Perea	Lt. Ed Delcarlo, Lt. Mike Nevin & Sgt. Jeff Ferreira	Fuentes
3 - Community Policing	IT/Data Business Processes	53	**The SFPD does not incorporate the tenets of community policing in its evaluation of employee performance.**	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.	Low	In Progress	Community Engagement Division	David Lazar, Commander	Cmdr. Daniel Perea	Capt. Chris Pedrini	Fuentes
3 - Community Policing	Leadership/ Management Culture	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.** Rewarding behaviors and actions that reflect the values of a guardian mindset is one way to institutionalize the department's community policing goals.	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.	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	Cmdr. Daniel Perea	Capt. Simon Silverman	Fuentes
3 - Community Policing	Leadership/ Management Culture	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.** Rewarding behaviors and actions that reflect the values of a guardian mindset is one way to institutionalize the department's community policing goals.	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.	Low	In Approval Process	Community Engagement Division	David Lazar, Commander	Cmdr. Daniel Perea	Capt. Simon Silverman	Fuentes

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4 - Accountability	Doctrine/ Policy Development	55	**The SFPD is not transparent around officer discipline practices.** During the community listening sessions and interviews with community members, there was a consistently stated belief, especially in the African-American and Hispanic communities, that officers are not held accountable for misconduct.	55.1	The SFPD should expand its current reporting process on complaints, discipline, and officer-involved shootings to identify ways to create better transparency for the community regarding officer misconduct.	High	**DOJ Reviewed**	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi	Lobre
4 - Accountability	IT/Data Business Processes	55	**The SFPD is not transparent around officer discipline practices.** During the community listening sessions and interviews with community members, there was a consistently stated belief, especially in the African-American and Hispanic communities, that officers are not held accountable for misconduct.	55.2	Consistent with the current practice on Early Intervention System data, the SFPD should develop and report aggregate data regarding complaints against Department members, their outcome, and trends in complaints and misconduct for both internal and external publication.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi	Lobre
4 - Accountability	Doctrine/ Policy Development	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	56.1	The SFPD should work with the OCC and Police Commission to minimize obstacles to transparency as allowed by law to improve communications to complainants and the public regarding investigation status, timeliness, disposition, and outcome.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi & Rania Adwan	Lobre
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	56.2	The SFPD should allocate appropriate staff and resources to enhance community outreach initiatives and to incorporate customer service protocols for periodic follow-up and status communications with complainants for the duration of their open cases.	Medium	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi	Lobre
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	56.3	The SFPD should work with the OCC to facilitate the same actions and outreach to the community as best suits the independence of the OCC.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi	Lobre
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	56.4	The SFPD should ensure that the OCC public complaint informational materials are readily available in the community and in particular prominently displayed in district stations for access by the public. These materials should be designed to educate the public about confidentiality limitations on sharing investigative information to inform residents of the type of feedback they may reasonably expect, and they should be provided in multiple languages.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Lt. Andy Cox	Lobre
4 - Accountability	Community Policing	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	56.5	The SFPD should work with the OCC and the Police Commission to conduct community workshops on the complaint process and the roles and responsibilities of each agency relative to the overall process within nine months of the issuance of this report.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi	Lobre
4 - Accountability	Doctrine/ Policy Development	56	**The SFPD does not engage in community outreach and information regarding the discipline process and rights of the community**. The absence of information and education about the complaint system and its outcome contributes to the negative perceptions of the SFPD by residents.	56.6	The SFPD should encourage the OCC and IAD to identify obstacles that interfere with optimal complaints investigations and accountability, with a goal of implementing changes to better support their intended missions.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi & Rania Adwan	Lobre
4 - Accountability	Doctrine/ Policy Development	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	57.1	The SFPD needs to update its policies and educate personnel to appropriately recognize the importance of the first interaction between police personnel and members of the public who have complaints against the police.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Chris Pedrini	Capt. Jack Hart	Lobre

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4 - Accountability	Leadership/ Management Culture	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	57.2	The SFPD should institutionalize the process of explaining and assisting community members who file complaints against officers.	High	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Chris Pedrini	Lt. Andy Cox	Lobre
4 - Accountability	Training	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	57.3	The SFPD should ensure that all personnel are trained and educated on the public complaint process and the location for the appropriate forms.	High	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Chris Pedrini	Lt. Andy Cox	Lobre
4 - Accountability	Doctrine/ Policy Development	57	**The SFPD does not provide leadership in its role with respect to complaints against SFPD personnel.** Promising practices emphasize the role of effective investigation of complaints in building community trust. Procedural justice informs us that members of the public are more likely to trust law enforcement agencies when they believe their issues are handled with dignity and respect.	57.4	The SFPD should develop "next steps" and "know your rights" handouts for complainants who file complaints at department facilities.	High	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Chris Pedrini	Lt. Andy Cox	Lobre
4 - Accountability	Doctrine/ Policy Development	58	**The SFPD does not have a tracking system for complaints received at a district station.**	58.1	The SFPD should establish a record system for ensuring that complaints received at a district station are forwarded properly and in a timely matter to the OCC. E-mail and fax should be considered for ensuring delivery and creating a record.	High	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Chris Pedrini	Lt. Andy Cox	Lobre
4 - Accountability	Doctrine/ Policy Development	59	**SFPD Internal Affairs Administrative Investigations and Internal Affairs Criminal Investigations are not effectively collaborating.**	59.1	Members, including investigators, of the IA Administrative Unit and IA Criminal Investigations Unit should meet regularly to discuss processes, practices, and the flow of assigned cases to ensure that administrative violations are timely and properly addressed.	Immediate	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi	Lobre
4 - Accountability	Doctrine/ Policy Development	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	60.1	The SFPD and OCC should jointly develop a case tracking system with sufficient security protections to assure independence that would identify each open investigation, where it is assigned, and the date the case expires for the purposes of compliance with California Government Code Section 3304(d)1, which requires the completion of an administrative investigation into misconduct within one year of the agency discovery.	Medium	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi	Lobre
4 - Accountability	Doctrine/ Policy Development	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	60.2	The SFPD and OCC should establish an investigative protocol within 120 days of the issuance of this report that allocates specific time parameters for accomplishing investigative responsibilities and transfer of cases if criminal allegations are made against SFPD officers.	Immediate	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. Andy Cox & Sgt. Carmen Batan	Lobre
4 - Accountability	Leadership/ Management Culture	60	**Internal Affairs case tracking is insufficient to ensure the timely progression of investigations and achieving key deadlines.**	60.3	Supervisors should be held accountable for ensuring timely transfer of cases to SFPD Internal Affairs Administrative Investigations from SFPD Internal Affairs Criminal investigations when appropriate.	Immediate	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi	Lobre
4 - Accountability	Doctrine/ Policy Development	61	**The SFPD's Internal Affairs Division does not have standard operating procedures or templates for investigation reporting.** By not having specific protocols and templates, miscommunication is occurring with the investigations.	61.1	The SFPD should develop a Standard Operating Procedures Manual detailing the scope of responsibility for all functions within the IAD. Standard operating procedures should provide guidance and advice on conflict reduction, whether internal or external to the SFPD.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Chris Pedrini	Lt. Andy Cox	Lobre
4 - Accountability	Doctrine/ Policy Development	61	**The SFPD's Internal Affairs Division does not have standard operating procedures or templates for investigation reporting.** By not having specific protocols and templates, miscommunication is occurring with the investigations.	61.2	The SFPD must establish clear responsibilities and timelines for the progression of administrative investigations, and supervisors should be held to account for ensuring compliance.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Chris Pedrini	Lt. Andy Cox	Lobre

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4 - Accountability	Doctrine/ Policy Development	62	**Files stored with the SFPD's Internal Affairs Division are secured, but compelled statements are not isolated.** During the file reviews, the assessment team did not find any compelled statements isolated.	62.1	The SFPD needs to establish standard operating procedures for maintaining file separation and containment of criminal investigations. This is critical to ensuring that officers' rights are protected and that criminal investigations can be fully investigated.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Chris Pedrini	Lt. William Braconi	Lobre
4 - Accountability	Leadership/ Management Culture	63	**The SFPD does not fully support members performing internal affairs functions**. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.	63.1	The SFPD should clearly define the authority of IAD and reinforce that cooperation and collaboration with IAD is mandatory.	Medium	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Chris Pedrini	Lt. Andy Cox	Lobre
4 - Accountability	Leadership/ Management Culture	63	**The SFPD does not fully support members performing internal affairs functions**. SFPD officers identified a department culture that is hostile and in some cases detrimental to the accountability role of the IAD, thereby limiting the effectiveness of the process. At present, the culture of the SFPD is not directed toward building an environment of accountability. Policies are disregarded, and investigations are not robust. The lack of coordination between institutional partners for investigations is a real challenge to building trust within the community. Even IAD members perceive a lack of support from the department as a whole. According to these members, not all SFPD line officers and supervisors support the need for internal investigations in ensuring transparency and building effective community relationships. IAD personnel reported arriving at a district to interview an officer and encountering district personnel, including supervisors, who would protect or conceal the officer from the investigators. From the perspective of leadership and management communications, all SFPD members need to feel valued and supported by the organization. Internal Affairs should be seen as a rewarding assignment, one that is valued by the organization.	63.2	The SFPD should continue to implement the tenets of procedural justice and ensure training include instruction on the importance of the IAD's functions to the integrity of the department and connection to the community.	Medium	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Chris Pedrini	Lt. Wilfred Williams	Lobre

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4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	64.1	The SFPD should convene a joint review process within 90 days of the issuance of this report, co-chaired by OCC and SFPD senior staff, to evaluate existing complaint and disciplinary processes, policies, and liaison relationships to enhance trust and legitimacy around these issues.	Immediate	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Sgt. Marc Chan	Lobre
4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	64.2	The SFPD should immediately accept OCC's recommendation, as reported in the First Quarter 2016 Sparks' Report, to convene quarterly meetings between OCC staff and SFPD staff.	High	**DOJ Reviewed**	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Sgt. Gary Buckner	Lobre
4 - Accountability	Leadership/ Management Culture	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	64.3	The SFPD should seek to improve interagency communications and identify ways of improving collaboration on investigative practices to ensure timely conclusion of investigations, shared information on prior complaints and finding of misconduct, and appropriate entry of discipline, designed to improve the overall discipline system that holds officers to account.	Medium	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Sgt. Julius Dempsky	Lobre

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4 - Accountability	Doctrine/ Policy Development	64	**The SFPD does not routinely collaborate with the Office of Citizen Complaints.** The transparency of the complaint and disciplinary process is negatively affected by the working relationship between SFPD IAD and OCC. The lack of engagement undermines the effectiveness of both in fulfilling their respective roles and responsibilities. Issues with respect to information sharing between the two entities, timeliness of complaint investigations, and bases for recommending progressive discipline potentially impede the investigative and adjudication processes, potentially eroding the overall integrity of the public complaint resource.	64.5	The SFPD should engage with OCC to ensure that the classification for complaints and their findings are reported consistently between the two agencies to ensure better transparency.	Medium	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi	Lobre
4 - Accountability	IT/Data Business Processes	65	**The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions.** This information is shared with the SFPD and largely available publicly on the OCC website. However, the SFPD rarely uses complaint information or aggregated data to inform change management priorities in areas such as professional conduct, community and police relations, training, and policy.	65.1	The SFPD should develop a department-internal priority to regularly review and analyze OCC complaint reporting to identify priorities for intervention in terms of workforce culture, training, policy clarification, or leadership development.	Medium	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi	Lobre
4 - Accountability	IT/Data Business Processes	65	**The SFPD does not sufficiently analyze Office of Citizen Complaints reports and analyses of its complaints, investigations, and case dispositions.** This information is shared with the SFPD and largely available publicly on the OCC website. However, the SFPD rarely uses complaint information or aggregated data to inform change management priorities in areas such as professional conduct, community and police relations, training, and policy.	65.2	The SFPD should raise district captains' awareness of this information by requiring IAD to present a trends analysis report of OCC case activity, emerging issues, and concerns at CompStat meetings every quarter.	Medium	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Sgt. Marc Chan	Lobre
4 - Accountability	IT/Data Business Processes	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	66.1	The SFPD should meet with OCC on a quarterly basis following the release of the Sparks Report to discuss the recommendations	Medium	**DOJ Reviewed**	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Sgt. Gary Buckner	Lobre
4 - Accountability	Doctrine/ Policy Development	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	66.2	The SFPD should make it mandatory for the Professional Standards and Principled Policing Bureau to review the Sparks Report and direct action where appropriate.	Immediate	**DOJ Reviewed**	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Sgt. Gary Buckner	Lobre
4 - Accountability	Doctrine/ Policy Development	66	**The SFPD is not required to take action on the recommendations put forth in the Office of Citizen Complaints Sparks Report.** OCC provides the Sparks Report quarterly to the Police Commission. The Sparks Report provides recommendations on policy and revisions.	66.3	The SFPD should provide twice-yearly reports to the Police Commission regarding actions resulting from the Sparks Report, including whether the OCC recommendation is supported and a timeline for implementation or correction to existing practice and policy.	Low	SFPD Complete/ DOJ Review	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Sgt. Gary Buckner	Lobre
4 - Accountability	Doctrine/ Policy Development	67	**The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct.** In part, this is because the SFPD does not have appropriate data systems to allow for data-led management and policing decisions.	67.1	The SFPD must work to develop practices that measure, analyze, and assess trends in public complaints and employee misconduct.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Chris Pedrini	Lt. Andy Cox	Lobre

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4 - Accountability	IT/Data Business Processes	67	**The SFPD does not analyze trends in complaints, situations that give rise to complaints, or variations between units or peer groups in relation to complaints and misconduct.** In part, this is because the SFPD does not have appropriate data systems to allow for data-led management and policing decisions.	67.2	Supervisors should be provided with quarterly reports that integrate individual actions, as is currently reported by the Early Intervention Systems Unit, with aggregated information that provides complaint and misconduct data trends for the watch, district, and city.	Medium	In Progress	Special Operations	Mikail Ali, Deputy Chief	Susan Merritt, Director	Susan Merritt, Director & Nasrin Taghvaei	Lobre
4 - Accountability	IT/Data Business Processes	68	**The SFPD has poor data collection and analysis, which significantly impacts effective overall organization management and accountability.** The technology in the SFPD requires significant updating. However, poor data collection practices, including lack of supervisory review and accountability for improperly completed reports and form sets, contributes to the poor data environment.	68.1	As part of its technological capacity improvement strategy, the SFPD should develop a plan to advance its capacity to digest information it currently possesses in a consistent, easily accessible format such as a template containing key data points including officer performance indicators and crime indicators that could provide management with real-time information to inform their practice.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Susan Merritt, Director	Susan Merritt, Director & Will Sanson-Mosier	Lobre
4 - Accountability	Doctrine/ Policy Development	68	**The SFPD has poor data collection and analysis, which significantly impacts effective overall organization management and accountability.** The technology in the SFPD requires significant updating. However, poor data collection practices, including lack of supervisory review and accountability for improperly completed reports and form sets, contributes to the poor data environment.	68.2	Supervisors and officers who fail to properly collect and enter information must be held accountable through discipline. Absent proper collection of data, little to no analysis can occur.	Immediate	SFPD Complete/ DOJ Review	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Lt. Arline Gilmore & Sgt. Michael Andraychak	Lobre
4 - Accountability	IT/Data Business Processes	68	**The SFPD has poor data collection and analysis, which significantly impacts effective overall organization management and accountability.** The technology in the SFPD requires significant updating. However, poor data collection practices, including lack of supervisory review and accountability for improperly completed reports and form sets, contributes to the poor data environment.	68.3	The SFPD should increase transparency by collecting and providing data, policies, and procedures to the public in multiple languages relevant to the local community through official SFPD website and municipal open data portals.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Susan Merritt, Director	Susan Merritt, Director & Will Sanson-Mosier	Lobre
4 - Accountability	Doctrine/ Policy Development	69	**The SFPD does not consistently apply the principles of procedural justice.**	69.1	SFPD leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. The Police Commission, OCC, IAD, and POA leadership should be partners in this process. Albeit conclusions are drawn from a small sample, the assessment team is concerned that in review of some investigations, the officers who received discipline were primarily ethnic or racial minorities or women. In an organization where very few officers received suspensions for misconduct, this discrepancy stood out.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi & Rania Adwan	Lobre
4 - Accountability	Doctrine/ Policy Development	69	**The SFPD does not consistently apply the principles of procedural justice.**	69.2	The SFPD should task a committee to review internal discipline on a quarterly basis to assure the fairness and impartiality of the process overall and particularly to ensure that there is not bias in determination and application of discipline. This analysis should be multi-levelled to include aggregate data, trend analysis, and outcome impact on officer demographics including prior discipline and adherence to the discipline matrix.	Medium	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Sgt. Marc Chan	Lobre
4 - Accountability	Doctrine/ Policy Development	69	**The SFPD does not consistently apply the principles of procedural justice.**	69.3	The SFPD should report annually to the Police Commission the analysis of discipline including officer demographics and prior discipline histories.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi & Rania Adwan	Lobre
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	70.1	The SFPD should work with the Police Commission to develop a nimble process for reviewing and approving existing and new Department General Orders that supports policing operations with codified, transparent policies.	Low	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Sgt. Gary Buckner & Rania Adwan	Lobre
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	70.2	The SFPD should commit to updating all Department General Orders in alignment with current laws and statutes, community expectations, and national best practices every three years.	Low	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Sgt. Gary Buckner & Rania Adwan	Lobre

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4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	70.3	Prior to promulgation of policies and procedures, the SFPD should ensure that comments are sought from members and units most affected by any practice, policy, or procedure during the initial stages of development.	Low	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Sgt. Gary Buckner & Rania Adwan	Lobre
4 - Accountability	Doctrine/ Policy Development	70	**The process to update Department General Orders is overly protracted and does not allow the SFPD to respond in a timely manner to emerging policing issues.** As a result, many of the Department General Orders are from the mid-1990s and do not fully reflect current policing practices.	70.4	Input and review from external stakeholders must be completed before implementation of the practice, policy, or procedure.	Low	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Sgt. Gary Buckner & Rania Adwan	Lobre
4 - Accountability	Doctrine/ Policy Development	71	**The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins.** Clearly articulated policies are needed to help SFPD personnel make the right decisions.	71.1	The SFPD needs to work with the Police Commission to create a process to make timely and necessary updates to key policies.	Medium	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Cmdr. Robert O'Sullivan	Sgt. Gary Buckner & Rania Adwan	Lobre
4 - Accountability	Doctrine/ Policy Development	71	**The SFPD does not have an effective process for the development and distribution of Department General Orders and Bulletins.** Clearly articulated policies are needed to help SFPD personnel make the right decisions.	71.2	The SFPD should develop a general order review matrix predicated upon area of risk, operational need, and public concern to allow for timely update and review of prioritized orders.	Medium	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Cmdr. Robert O'Sullivan	Sgt. Gary Buckner & Rania Adwan	Lobre
4 - Accountability	Doctrine/ Policy Development	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	72.1	The SFPD should present all Department Bulletins that substantively change or countermand a Department General Order to the Police Commission before implementation and publish them on their website after approval is received.	Medium	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Sgt. Gary Buckner & Rania Adwan	Lobre
4 - Accountability	IT/Data Business Processes	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	72.2	All Department Class A Bulletins and any Department Bulletin that modifies an existing Department General Order should be posted on the SFPD's website.	Medium	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	David Stevenson, Director	Lobre
4 - Accountability	Doctrine/ Policy Development	72	**Department Bulletins are used as a workaround for the Department General Order approval process.**	72.3	The SFPD should limit the use of Department Bulletins to short-term direction and eliminate the authority to continue a Department Bulletin after two years.	Low	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Sgt. Gary Buckner & Rania Adwan	Lobre
4 - Accountability	Doctrine/ Policy Development	73	**The SFPD does not have an effective mechanism for determining whether an officer has accepted a policy and therefore could be held to account for its provisions.**	73.1	The SFPD should develop a mechanism by which to track when a Department General Order or Department Bulletin has been accessed and acknowledged by a SFPD member.	Medium	SFPD Complete/ DOJ Review	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Sgt. Gary Buckner	Lobre
4 - Accountability	Doctrine/ Policy Development	73	**The SFPD does not have an effective mechanism for determining whether an officer has accepted a policy and therefore could be held to account for its provisions.**	73.2	Once a mechanism is established, the SFPD should create a protocol for notification, noncompliance, and accountability.	Medium	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Sgt. Gary Buckner	Lobre
4 - Accountability	Doctrine/ Policy Development	74	**The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.** Training is critical, particularly when associated with risk issues such as use of force, bias, stop and seizure. It was rare that any training accompanied new policies outlined in Department Bulletins, as evidenced in the lack of training development before the introduction of the mandatory requirement to carry the 36-inch baton.	74.1	The SFPD should conduct a thorough and structured approach when creating new policies and procedures via Department Bulletins.	Medium	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Sgt. Gary Buckner	Lobre
4 - Accountability	Training	74	**The SFPD does not provide sufficient training, supervision support, and guidance when releasing new Department Bulletins.** Training is critical, particularly when associated with risk issues such as use of force, bias, stop and seizure. It was rare that any training accompanied new policies outlined in Department Bulletins, as evidenced in the lack of training development before the introduction of the mandatory requirement to carry the 36-inch baton.	74.2	The SFPD should ensure that Bulletins are accompanied by appropriate training, supervision, and consistent reinforcement of the intended purpose of the policies.	Low	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Capt. Eric Vintero	Sgt. Gary Buckner	Lobre

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4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	75.1	The SFPD should task the Principled Policing and Professional Standards Bureau with overall responsibility for development, maintenance, training, and implementation planning for Department General Orders.	Low	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Sgt. Gary Buckner & Rania Adwan	Lobre
4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	75.2	The Written Directives Unit should be tasked to work with subject matter experts from OCC and the Police Commission to ensure policies are adopted in a timely manner and appropriately updated.	Low	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Sgt. Gary Buckner & Rania Adwan	Lobre
4 - Accountability	Doctrine/ Policy Development	75	**The SFPD does not devote sufficient administrative or command-level resources to the process of creating, implementing, maintaining, and updating Department General Orders and Bulletins.** The team found that Department Bulletins updating provisions within Department General Orders were repeatedly renewed to meet the two year sunset, often without receiving any substantive updates and in place of addressing the issue within the appropriate Department General Order.	75.3	The Written Directives Unit should be sufficiently staffed with personnel and resources to enable the unit to function as the project managers for Department General Orders at the direction of the Police Commission.	Immediate	**DOJ Reviewed**	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. Arline Gilmore, Sgt. Michael Andraychak & Rania Adwan	Lobre
4 - Accountability	IT/Data Business Processes	76	**Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible**. Absent an easily cross-referenced system, particularly one where Department Bulletins can supersede a Department General Order, policy failure or incorrect action can occur.	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.	Medium	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Susan Merritt, Director	Susan Merritt, Director & Nasrin Taghvaei	Lobre
4 - Accountability	IT/Data Business Processes	76	**Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible**. Absent an easily cross-referenced system, particularly one where Department Bulletins can supersede a Department General Order, policy failure or incorrect action can occur.	76.2	The SFPD should provide department members access to an online electronic system for Department General Orders and Department Bulletins to provide timely updates, cross-referencing, and reporting and monitoring capabilities for managers.	Medium	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Susan Merritt, Director	Susan Merritt, Director & Nasrin Taghvaei	Lobre
4 - Accountability	IT/Data Business Processes	77	**The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.**	77.1	The SFPD should prioritize auditing as a means to ensure organizational accountability and risk management and develop mechanisms to support such practices.	Medium	In Progress	Special Operations	Mikail Ali, Deputy Chief	Cmdr. Robert O'Sullivan	Lt. Pete Shields	Lobre
4 - Accountability	IT/Data Business Processes	77	**The SFPD does not conduct routine, ongoing organizational audits, even where such practices are established in policy.**	77.2	The SFPD should develop an auditing plan and schedule for both routine and risk audits within 90 days of issuance of this report. Staffing, resources, and training need to be allocated to the process to ensure an active and robust auditing schedule.	Immediate	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi	Lobre
4 - Accountability	Doctrine/ Policy Development	78	**The SFPD does not engage in any outside evaluations of its practices, data, or reporting.**	78.1	The SFPD should consider partnering with local academic institutions to evaluate its reform program, particularly as it seeks to implement the recommendations in this report.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Cmdr. Robert O'Sullivan	Capt. Michelle Jean	Lobre
4 - Accountability	Doctrine/ Policy Development	79	**Evaluation of employee performance is not an institutionalized practice in the SFPD.** SFPD personnel interviewed did not recall having or conducting a performance evaluation within the department.	79.1	The SFPD should adopt a policy and implement the practice of completing regular performance evaluations of all department employees tailored to goals and objectives, job functions, and desired behavior and performance indicators.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Bill Griffin	Lt. Paget Mitchell	Lobre

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4 - Accountability	Doctrine/ Policy Development	79	**Evaluation of employee performance is not an institutionalized practice in the SFPD.** SFPD personnel interviewed did not recall having or conducting a performance evaluation within the department.	79.2	SFPD leadership needs to create a system to ensure that all personnel are being evaluated at least twice a year.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Bill Griffin	Lt. Paget Mitchell	Lobre
4 - Accountability	Doctrine/ Policy Development	79	**Evaluation of employee performance is not an institutionalized practice in the SFPD.** SFPD personnel interviewed did not recall having or conducting a performance evaluation within the department.	79.3	The SFPD should use performance evaluations as an evaluation factor in promotions.	Low	In Progress	Special Operations	Mikail Ali, Deputy Chief	Capt. Bill Griffin	Lt. Paget Mitchell	Lobre
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	80.1	The SFPD should create a policy governing the reporting of criminal activity and administrative misconduct uncovered during any type of covert investigation. Such policies will prepare the department for complex legal situations with multijurisdictional responsibilities for either criminal or administrative investigations into officer conduct.	Medium	In Progress	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi	Lobre
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	80.2	Clear communication protocols, responsibilities, and roles need to be established among the key partners responsible for investigations into criminal conduct and address administrative misconduct by officers.	Medium	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi	Lobre
4 - Accountability	Doctrine/ Policy Development	80	**The SFPD does not have internal protocols for collaboration with regard to criminal investigations conducted by the district attorney or the United States Attorney's Office for the Northern District of California.** Police misconduct uncovered during any type of covert investigation should be reported pursuant to established protocols and protect the integrity of the investigating officers. In situations with shared areas of jurisdiction or responsibility for officer conduct, there should be protocols for roles and responsibilities for all partners.	80.3	The SFPD should develop clear and defined policies and protocols to address reporting and confidentiality requirements for officers investigating criminal activity and administrative misconduct of other police officers uncovered during any type of investigation.	Medium	In Approval Process	Special Operations	Mikail Ali, Deputy Chief	Lt. William Braconi	Lt. William Braconi	Lobre
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool**. A lack of community engagement perpetuates this perception over hiring requirements.	81.1	The SFPD should clearly articulate its hiring and background standards as a matter of building community trust and ensuring applicants are prepared.	High	In Approval Process	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Lt. Michelle Craig	Zamora
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool**. A lack of community engagement perpetuates this perception over hiring requirements.	81.2	The SFPD should publish annual statistics on the demographics of applicants for each stage of the hiring process.	Low	In Progress	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Sgt. Walter Ware	Zamora

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5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	81	**Despite a relatively good record in hiring diverse candidates, perception remains in the community that the SFPD seeks to eliminate diverse candidates from its hiring pool**. A lack of community engagement perpetuates this perception over hiring requirements.	81.3	The SFPD should develop and implement applicant tracking and hiring data collection and reporting procedures to capture information such as · recruitment sources for applicants who are hired and not hired; · whether applicants are the result of personal referral, Internet, career center, print media, job fair, community or other outreach event, school career center, radio, television, outplacement service, or social media; · passage rate by gender, race, and ethnicity for each major selection hurdle including written test, physical abilities, oral interview, polygraph, psychological assessment, hiring panel, and medical; · selection rates by race, gender, and national origin; · attrition rates by race, gender, national origin, and phase in training.	Low	In Progress	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Sgt. Walter Ware	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	82	**The SFPD does not fully engage its applicants throughout the hiring process**. Given the lengthy and intensive process for hiring, the SFPD needs to develop a program for engaging quality candidates early on and keeping them interested in and involved with the department.	82.1	The SFPD should develop an active social media and website presence to entice qualified candidates and keep them engaged throughout the application process.	Medium	SFPD Complete/ DOJ Review	Administration	Robert Moser, Deputy Chief	Capt. Nicholas Rainsford	Lt. Kirk Yin, Sgt. Christina Serrano & Sgt. Walter Ware	Zamora
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	82	**The SFPD does not fully engage its applicants throughout the hiring process**. Given the lengthy and intensive process for hiring, the SFPD needs to develop a program for engaging quality candidates early on and keeping them interested in and involved with the department.	82.2	The SFPD should consider creating information boards and "applicant only" websites and providing ongoing updates and department information to applicants during the hiring process.	Medium	In Progress	Administration	Robert Moser, Deputy Chief	Capt. Nicholas Rainsford	Lt. Michelle Craig, Sgt. Christina Serrano & Sgt. Walter Ware	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Training	83	**The SFPD is not administering a physical ability test (PAT)** The SFPD sought to update or eliminate the PAT requirement to repeatedly pull a firearm trigger. As a result, the entire PAT must be redesigned and validated. As of the date of this report, the PAT is not part of the selection process and was therefore not a part of the assessment. However, a selection process that does not include a physical abilities test is not optimal because physical skills are important for police officers. PATs are supposed to ensure a police officer's ability to perform effectively and simulate police officer work. However, some elements of the test for SFPD applicants may be outdated and inconsistent with emerging practices.	83.1	The SFPD should work with City HR to reinstitute a valid PAT that is aligned with current policing and state POST requirements within 180 days of this report.	High	SFPD Complete/ DOJ Review	Administration	Robert Moser, Deputy Chief	Cmdr. Greg Yee	Lt. Yin and Sgt. Wells	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Training	83	**The SFPD is not administering a physical ability test (PAT)** The SFPD sought to update or eliminate the PAT requirement to repeatedly pull a firearm trigger. As a result, the entire PAT must be redesigned and validated. As of the date of this report, the PAT is not part of the selection process and was therefore not a part of the assessment. However, a selection process that does not include a physical abilities test is not optimal because physical skills are important for police officers. PATs are supposed to ensure a police officer's ability to perform effectively and simulate police officer work. However, some elements of the test for SFPD applicants may be outdated and inconsistent with emerging practices.	83.2	The SFPD should continuously evaluate the PAT process to ensure no unintended impact for any of the diverse candidates it seeks to hire.	Low	SFPD Complete/ DOJ Review	Administration	Robert Moser, Deputy Chief	Cmdr. Greg Yee	Lt. Yin and Ofc. Wells	Zamora

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5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	84	**SFPD recruitment and hiring practices are disjointed.** The SFPD currently has three separate units within two bureaus that handle recruitment and hiring practices, each reporting to different organizational chains of command. The SFPD's recruitment and hiring functions are spread across two different bureaus and several chains of command. The Professional Standards and Principled Policing Bureau oversees the Recruitment Unit, which has the responsibility to market the department to attract qualified, diverse candidates. Thereafter, SFPD's Administration Bureau, under the command of a deputy chief, has primary responsibility for the majority of the functions related to the hiring process and training recruits. The Background Investigation Unit, a component of the Staff Services Division of the Administration Bureau, is responsible for investigating and adjudicating the backgrounds of employment applicants. The Personnel Unit of the Staff Services Division of the Administration Bureau is responsible for human resources functions including the appointment and processing of new hires, promotions, and separations. Finally, the Training and Education Division of the Administration Bureau is responsible for all formalized training functions for the Department and includes the Academy, the Field Training Office, the Office of Education and Training, and the Firearms Range. Each of these units, divisions, and bureaus plays a critical role in advancing diversity in the SFPD. However, by splitting up the chains of command, recruitment and hiring practices become disjointed.	84.1	The SFPD should reorganize its recruitment and hiring practices under one bureau to provide cohesion and ensure resources are strategically used toward recruiting and hiring goals.	Low	SFPD Complete/ DOJ Review	Administration	Robert Moser, Deputy Chief	Capt. Nicholas Rainsford	Lt. Kirk Yin	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	84	**SFPD recruitment and hiring practices are disjointed.** The SFPD currently has three separate units within two bureaus that handle recruitment and hiring practices, each reporting to different organizational chains of command. The SFPD's recruitment and hiring functions are spread across two different bureaus and several chains of command. The Professional Standards and Principled Policing Bureau oversees the Recruitment Unit, which has the responsibility to market the department to attract qualified, diverse candidates. Thereafter, SFPD's Administration Bureau, under the command of a deputy chief, has primary responsibility for the majority of the functions related to the hiring process and training recruits. The Background Investigation Unit, a component of the Staff Services Division of the Administration Bureau, is responsible for investigating and adjudicating the backgrounds of employment applicants. The Personnel Unit of the Staff Services Division of the Administration Bureau is responsible for human resources functions including the appointment and processing of new hires, promotions, and separations. Finally, the Training and Education Division of the Administration Bureau is responsible for all formalized training functions for the Department and includes the Academy, the Field Training Office, the Office of Education and Training, and the Firearms Range. Each of these units, divisions, and bureaus plays a critical role in advancing diversity in the SFPD. However, by splitting up the chains of command, recruitment and hiring practices become disjointed.	84.2	The SFPD should establish a recruiting and hiring committee to continuously improve and streamline processes for applicants. The process should be as user-friendly as possible.	Low	SFPD Complete/ DOJ Review	Administration	Robert Moser, Deputy Chief	Capt. Nicholas Rainsford	Lt. Kirk Yin, Sgt. Christina Serrano & Sgt. Walter Ware	Zamora

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5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	85.1	The SFPD should continue supporting and overseeing this initiative and ensure the Recruitment Unit continues to implement best practices for recruitment, training, and outreach to improve diversity and cultural and linguistic responsiveness of the SFPD.	Low	In Approval Process	Administration	Robert Moser, Deputy Chief	Capt. Nicholas Rainsford	Lt. Michelle Craig & Sgt. Christina Serrano	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	85.2	The SFPD should consider assigning more resources, by way of community outreach and recruiting officers, to further engage underrepresented communities.	High	In Approval Process	Administration	Robert Moser, Deputy Chief	Capt. Nicholas Rainsford	Lt. Michelle Craig & Sgt. Christina Serrano	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	85.3	The SFPD should expand its community partnerships and outreach to create a community ambassador program to identify and train community leaders to aid in the SFPD's recruitment process.	Medium	In Progress	Administration	Robert Moser, Deputy Chief	Lt. Troy Dangerfield	Lt. Troy Dangerfield	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	85	**The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.**	85.4	The SFPD should explore approaches to measure or validate the effectiveness of their recruitment outreach and events. The SFPD could do a community satisfaction survey or conduct GIS analysis to see whether all communities have access to these events.	Medium	In Progress	Administration	Robert Moser, Deputy Chief	Capt. Nicholas Rainsford	Lt. Michelle Craig & Sgt. Christina Serrano	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	86	**The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.**	86.1	The SFPD should staff the Background Investigation Unit with full-time investigative personnel who have the required training and requisite experience and who are invested in the area of investigations.	Low	SFPD Complete/ DOJ Review	Administration	Robert Moser, Deputy Chief	Cmdr. Greg Yee	Lt. Kirk Yin	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	86	**The Background Investigation Unit is staffed by part-time investigators and is comprised of a mix of modified duty officers and retired officers.**	86.2	The SFPD should ensure that there is diversity within the investigators that comprise the Background Investigation Unit.	Immediate	**DOJ Reviewed**	Administration	Robert Moser, Deputy Chief	Cmdr. Greg Yee	Lt. Kirk Yin	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	87	**The Background Investigation Unit lacks valid performance measures to evaluate background investigators.**	87.1	The Background Investigation Unit should continue the process of developing and implementing performance measures to evaluate the unit's investigators in terms of outcomes such as length of investigations, timeliness of investigations, numbers of contacts with the applicant, consistency of investigative approach, and hiring recommendations.	Medium	In Progress	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Capt. Nicholas Rainsford & Sgt. Walter Ware	Zamora
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	87	**The Background Investigation Unit lacks valid performance measures to evaluate background investigators.**	87.2	The SFPD should evaluate the overall background investigation process including the demographics of candidates interviewed and progressed for hiring decisions.	Medium	In Progress	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Capt. Nicholas Rainsford & Sgt. Walter Ware	Zamora
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	88.1	The SFPD should conduct ongoing review and analysis of release rates and their impact on diversity and identify mitigation measures to support the success of diverse candidates.	Medium	In Approval Process	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Capt. Michelle Jean	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Training	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	88.2	The SFPD should evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.	Medium	In Approval Process	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Lt. Mark Im	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Training	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	88.3	The SFPD should evaluate whether orientation for recruits has positively impacted disproportionate termination rates related to Emergency Vehicle Operations Training failure. If not, the SFPD should identify other strategies to assist recruits.	Medium	In Approval Process	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Capt. Michelle Jean	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	88	**Gender, racial, and ethnic minority recruits were terminated at a higher rate from recruit training than White male recruits.** Gender, racial, and minority candidates accounted for 68.1 percent of all recruit terminations.	88.4	The SFPD should continually audit and review each phase of the hiring process to ensure there are no unintended consequences that limit the advancement of its diversity goals.	Immediate	In Approval Process	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Capt. Michelle Jean	Zamora

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5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	89	**The SFPD lacks a strategic plan for diversity including recruitment, retention, and advancement**. The SFPD is to be commended for its diversity in overall staffing.	89.1	As part of the Strategic Plan (recommendation 39.1), the SFPD should develop a comprehensive diversity strategic plan that articulates the department's vision and commitment to organization-wide diversity initiatives including recruiting, hiring, and retaining a diverse and high-performing workforce. For this recommendation, the diversity strategic plan should · identify specific diversity recruiting priorities that are informed by empirical data that identify areas of underrepresentation; · identify specific recruiting activities and targets for diversity recruiting emphasis; · establish specific responsibilities for implementing and supporting action items for diversity program staff; · establish performance measures to track progress, solidify commitment, and ensure accountability across the organization for diversity in all ranks and units.	Medium	In Progress	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Capt. Nicholas Rainsford & Sgt. Christina Serrano	Zamora
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	90	**The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.** Through visible commitment to diversity at all ranks of the department, the SFPD can establish itself as a welcoming organization for all communities.	90.1	The SFPD should regularly and systematically capture and report the demographic composition of its supervisory, management, and senior leadership ranks to establish an ongoing mechanism to conduct comparative analyses against the overall workforce composition.	Low	**DOJ Reviewed**	Administration	Robert Moser, Deputy Chief	Cmdr. Greg Yee	Lt. Kirk Yin	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	90	**The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.** Through visible commitment to diversity at all ranks of the department, the SFPD can establish itself as a welcoming organization for all communities.	90.2	The SFPD should commit to ensuring transparency and diversity in key assignments predicated on advancing and developing a talented and diverse pool of leaders.	Medium	In Progress	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Capt. Nicholas Rainsford	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	91.1	The SFPD should increase the level of transparency of the promotion process and should clearly outline the qualifications required to advance for promotion.	Low	In Progress	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Capt. Nicholas Rainsford	Zamora
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	91.2	The SFPD should consider providing feedback to unsuccessful candidates for promotion as a means of advancing institutional knowledge and performance improvement.	Medium	In Progress	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Capt. Nicholas Rainsford	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Community Policing	91	**The promotion process is not transparent.** The lack of transparency has created a level of distrust of the process in segments of the department.	91.3	The SFPD should ensure that there is diversity on the panel that oversees promotions and should consider adding community members or outside observers (or both) to the panel.	Medium	In Progress	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Capt. Nicholas Rainsford	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	92	**The SFPD does not require the Final Report of the President's Task Force on 21st Century Policing as required reading for the promotional exam.**	92.1	The SFPD should require the Final Report of the President's Task Force on 21st Century Policing as reading for all promotions.	High	SFPD Complete/ DOJ Review	Administration	Robert Moser, Deputy Chief	Capt. Nicholas Rainsford	Lt. Kirk Yin	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Leadership/ Management Culture	92	**The SFPD does not require the Final Report of the President's Task Force on 21st Century Policing as required reading for the promotional exam.**	92.2	The SFPD needs to require this assessment report as reading for all promotions.	High	SFPD Complete/ DOJ Review	Administration	Robert Moser, Deputy Chief	Capt. Nicholas Rainsford	Lt. Kirk Yin	Zamora
5 - Recruitment, Hiring, and Personnel Practices	Doctrine/ Policy Development	93	**The SFPD's Police Employee Groups (PEG) have a perception that their input and contributions to the department are not seriously considered.**	93.1	The SFPD and the Police Employee Groups should look for ways to better institutionalize and incorporate their input into department operations where appropriate. Opportunities may include using members of the PEGs to · serve on department panels and committees; · help address issues of bias as part of the department's ongoing training by bringing forth their experience and perspective; · work as community ambassadors for community members or as recruiters for hiring; · address areas of institutional practices that could be considered biased.	Low	In Progress	Administration	Robert Moser, Deputy Chief	Lt. William Braconi	Sgt. Cristina Franco	Zamora

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5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	94	**The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics.** The SFPD cannot readily identify basic demographic data on its employees or readily access training records, separation records, and other human resource data for analysis and development in the department.	94.1	The SFPD should identify its data needs for personnel and human resource analysis, including organizational diversity, succession and forecasting, training records, and separation data. The collection of data should allow the agency to conduct a barrier analysis.	Low	In Progress	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Capt. Nicholas Rainsford	Zamora
5 - Recruitment, Hiring, and Personnel Practices	IT/Data Business Processes	94	**The SFPD does not maintain, analyze, or use data to support and forecast human resource needs, including diversity staffing, succession, or basic demographics.** The SFPD cannot readily identify basic demographic data on its employees or readily access training records, separation records, and other human resource data for analysis and development in the department.	94.2	The SFPD should prioritize the personnel and human resource data to better inform and support management decisions and practices.	High	In Progress	Administration	Robert Moser, Deputy Chief	Cmdr. Robert O'Sullivan	Capt. Nicholas Rainsford	Zamora