

Recommendation 41.1

Tanya Koshy [REDACTED]

Sun 7/21/2024 7:07 PM

To: Scott, William (POL) [REDACTED] McGuire, Catherine (POL) [REDACTED]

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Dear Chief Scott,

Our office has completed its review of the materials submitted by SFPD to demonstrate substantial compliance with Recommendation 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

For the following reasons, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

SFPD's substantial compliance with this recommendation rests in part on Strategy 1.0, SFPD's overarching strategic plan, as described in detail in the DOJ's emails summarizing substantial compliance with community-policing recommendations. This year, SFPD completed its Community Policing and Problem-Solving Manual, which uses Strategy 1.0, the Community Policing Strategic Plan and other best practices as framework. As of the date of this email, the Manual is still in concurrence and has not yet been approved by the Police Commission, as is required for all manuals pursuant to Department General Order 3.01. SFPD, however, has provided a roadmap for dissemination of the Manual for members and a review of the Manual through the Professional Standards and Principled Policing Unit Order 22-01. Given that final approval is out of the hands of SFPD but SFPD has completed all steps to develop the Manual, the DOJ agrees with Jensen Hughes that SFPD is in substantial compliance.

If you have any questions, please do not hesitate to reach out.

Thank you,

Tanya Koshy

Tanya Koshy (she/her)
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Finding # 41	The SFPD’s community policing order Department General Order 1.08 – Community Policing (effective 9/28/11) and its Community Policing and Problem Solving manual are out of date and no longer relevant.
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Recommendation # 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.
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Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

The San Francisco Police Department completed its work on this recommendation as of February 2024. This recommendation is anchored by DGO 1.08 Community Policing. The work here is also supported by the Community Policing and Problem Solving Manual, which is part of DGO 3.01 and is in the concurrence process, meaning there is an anticipated publication date in 2024. SFPD reports both of these documents are grounded in their overall strategy – Strategy 1.0 and the Community Policing Strategy. This strategy includes annual review of community policing strategic plans, which are posted to the department’s website. The department’s policies governing community policing affirms the department’s commitment to ensuring effective community engagement is institutionalized within the department.

It should be noted there has been a shift since the 2016 findings and recommendations – but this shift supports the long-term goal of a strategic commitment to community policing.

Compliance Measure #1 is fulfilled by Strategy 1.0 with the district community policing strategies. The Community Policing and Problem-Solving Oversight Committee and the respective Implementation Committee are bodies with external stakeholders designed to ensure progress on the strategy and consistency in the department’s community policing practices.

Compliance Measure #2 is a relatively recent accomplishment although work initiated in 2017. A broad review of contemporary practices and leaders was undertaken by SFPD in developing its manual. The evidence presented supports compliance with this compliance measure.

Compliance Measure #3 did not achieve the 12-month implementation time frame. However, the manual is currently going through the concurrence process with an anticipated publication date of May 28, 2024. While not published, the manual is sufficiently constructed to allow for Jensen Hughes to determine compliance will be achieved post concurrence.

Compliance Measure #4 has been achieved through various DGO publications and work regarding the district community policing process. The department has provided a draft notice, ready for publication once the Manual is cleared through the concurrence process.

Compliance Measure #5 is reflected in the current process in moving the requirements of this recommendation forward but also in the overall SFPD plan and practices for community policing. SFPD has required training every two years and is tasking the Oversight and Implementation Committees with supporting ongoing review

of strategy issues.

Given the evidence submitted and our observations, Jensen Hughes believes the department has demonstrated a commitment to compliance with this recommendation. Given the timeframe for conclusion the formal promulgation of the manual, the concurrence process in particular, will not be concluded by the time the formal agreement terminates. However, we believe that the department has achieved substantial compliance with this recommendation. Further, Jensen Hughes will monitor the progression of the manual – which is scheduled ahead of the final report. Upon this achievement we will confirm the award of substantial compliance with this recommendation.

Compliance Measures	Status/Measure Met
1 Evidence of Strategic Planning Steering Committee work (meeting notes, tasks, timeline, etc.).	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2 New community policing and problem-solving manual that is informed by contemporary policies and best practices on community policing.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3 Manual completed by October 12, 2017.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
4 Evidence of dissemination to members.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
5 Periodic review/improvement loop process.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A



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Finding #41: The SFPD's community policing order Department General Order 1.08 - Community Policing (effective 9/28/11) and its Community Policing and Problem Solving manual are out of date and no longer relevant.

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.

Recommendation #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.

Response Date: 02/07/2024

Executive Summary:

Considering the United States Department of Justice Finding #41, the SFPD acknowledged that Department General Order (DGO) 1.08 - Community Policing, and the Community Policing and Problem-Solving Manual were outdated and were no longer relevant. Therefore, [DGO 1.08 - Community Policing \(Attachment 1: DGO 1.08\)](#) was published in February 2021, and the [Community Policing & Problem-Solving Manual \(Attachment 2: Community Policing and Problem-Solving Manual\)](#) will be published in 2024. The Community Policing and Problem-Solving Manual is currently in the DGO 3.01 concurrence process. Both, DGO 1.08 and the Community Policing and Problem-Solving Manual included best practices, utilization of [Strategy 1.0 \(Attachment 3: Strategy 1.0\)](#) as a framework, and were inclusive in the collaborative reform process with various communities and community members. Strategy 1.0, the [Community Policing Strategic Plan \(Attachment 4: Community Policing Strategic Plan\)](#), and DGO 1.08 were all community focused. Each of these documents were given intensive attention to ensure best practices were included, and that all Department members had a clear understanding of the Department's vision, values, goals, and objectives. Additionally, the Department collaborated with numerous stakeholders, and various organizations on multiple strategic plans. All the Department's strategic plans are connected to Strategy 1.0.

The overarching Department directives and policies have been updated based on the objectives identified in Strategy 1.0, DGO 1.08, and in the Community Policing Strategic Plan. These are now contemporary documents that guide the community policing activities of the organization.



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As stated in Strategy 1.0, “The San Francisco Police Department (SFPD) continually strives to become a more effective, inclusive, and modern police department, earning the trust and pride of those we serve and those who serve” (2018, p.1). DGO 1.08 states, “The Department commits to a safe, healthy, and vibrant community. Our spirit and work are guided by a guardian mindset philosophy, and we recognize that our role as protectors is rooted in empathy, understanding, and mutual respect. We partner and engage with community members and organizations to collaboratively identify and problem-solve local challenges and increase safety for residents, merchants, visitors, and officers. All members of the Department embody our stated values in all their work, which encompasses the tenets of procedural justice consisting of voice, neutrality, respectful treatment, trustworthiness, and 21st Century Policing” (2021, p.1).

The SFPD’s new Community Policing and Problem-Solving Manual has been developed, created, and assembled from best practices research, internal and external interviews, and extensive research on community policing that was accomplished with the creation of Strategy 1.0, but more in particular, DGO 1.08 and the Community Policing Strategic Plan. SFPD worked tirelessly and collaboratively to ensure the Community Policing and Problem-Solving Manual reflected San Francisco communities. The energy and focus was to ensure the Department’s overarching directives sufficiently reflect the vision, plan, objectives, and goals of the SFPD regarding community policing. These directives were all updated and maintained as contemporary documents that guide the community policing activities of the organization.

NOTE: The SFPD completed a prescreen for Recommendation 41.1 in a meeting with California Department of Justice and Jensen Hughes on December 5, 2023. During this meeting the following suggestions were made via email from California Deputy Attorney General, Tanya Koshy, and have been addressed throughout this recommendation.

For Compliance Measure 1 (Evidence of Strategic Planning Steering Committee work (meeting notes, tasks, timeline, etc.), JH observed that SFPD included information about challenges due to the pandemic and that SFPD could trim that information down. JH also advised that SFPD provide evidence to demonstrate recent efforts of Community Policing and Problem-Solving Implementation and Oversight Committees prior to formal submission.

For Compliance Measures 2 (New community policing and problem-solving manual that is informed by contemporary policies and best practices on community policing.), 3 (Manual completed by October 12, 2017) and 4 (Evidence of dissemination to members), SFPD provided evidence that it has prepared a manual but that the manual is still going through the review and approval process as required under Department General Order 3.01. SFPD anticipates that the manual will complete the concurrence process on April 12, 2023, and the SF Police Commission will review and approve the manual on April 19, 2023. The manual will thus not be approved and



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disseminated to SFPD members by the April 1, 2024 cut-off date to submit packages for formal review.

Following this meeting, Cal DOJ discussed this issue and agreed that evidence of a completed manual that is going through an approval process should suffice for purposes of Compliance Measures 2 and 3. However, to demonstrate compliance with Compliance Measure 4, SFPD should submit an addendum to the package--prior to end of the 45-day period that Cal DOJ has to review the package--providing evidence of dissemination of the manual to members.

Compliance Measures:

1) Evidence of Strategic Planning Steering Committee work (meeting notes, tasks, timeline, etc.).

In 2017, the SFPD collaborated with Price Waterhouse Coopers (PWC) and developed the department's strategic plan, Strategy 1.0, which still drives the Department today. The purpose of this strategic plan is to clearly articulate SFPD's priorities, so its members and community understand the Department's commitment to these important issues. With existing internal resources, a pro-bono engagement with PWC, partnership with the San Francisco Controller's Office and Executive Sponsor Working Groups (ESWG), a comprehensive vision for the future of SFPD had been established. As a result, SFPD had developed multiple strategic plans targeting specific key reform areas, a strategic framework (Strategy 1.0), and a process for annual planning that articulated the vision and met the needs that strategic planning requires. As evidence of these ESWGs and various committees convened and collaborated, the SFPD Strategy 1.0 Extended Draft (Internal Use), 25 Jan 2018 was created (Attachment 5: SFPD Strategy 1.0 / Extended Draft – Internal Use, 2018).

It is equally necessary to note the process the revision of DGO 1.08 and creation of the Community Policing Strategic Plan had gone through and the benefits of its outcome. The workings from these ESWG (DGO 1.08 and Community Policing Strategic Plan) had proven constructive and valuable for both DGO 1.08 and the Community Policing Strategic Plan. SFPD established committees to work and guide the development of each of the plans listed above, which the Community Policing and Problem-Solving Manual was included.

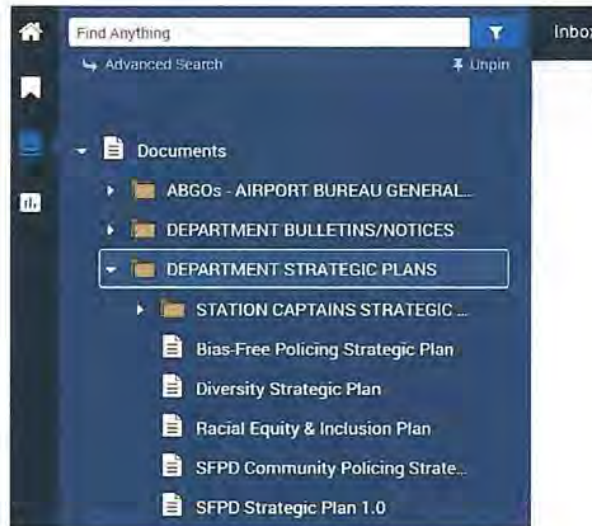
Of SFPD's new strategic plans and policies, the Community Policing Strategic Plan and DGO 1.08 are the most relevant to this recommendation. The Community Policing Strategic Plan included a three-pronged input process from representatives of community-based organizations, members from the Community Policing ESWG, and members from the Department (Attachment 6: Community Policing Strategic Plan, Appendix J). Similarly, DGO 1.08 included a multi layered input process approach for the revision of DGO 1.08 that included Department members, San



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Francisco Controller's Office, and a diverse ESWG (Attachment 7: emails for the DGO 1.08 ESWG meetings).

Today, in 2024, the Department continues to be connected to Strategy 1.0. To reiterate this message, Chief Scott created a video to re-launch Strategy 1.0. The video was released in September 2023 via a Department Notice (Attachment 8: Department Notice - Chief's Video on Strategic Planning & New PowerDMS tab for Strategic Planning). The Department Notice communicated the connection between Strategy 1.0 and all the strategic plans, and announced a new tab in PowerDMS, "Department Strategic Plans", that all members can use to revisit the plans. PowerDMS is a system used department wide for members to read and sign off on all Department Notices and view department DGOs, Unit Orders, etc. (Attachment 9: Screen shot of the "Strategic Plans" tab on PowerDMS).



Moving forward, the SFPD utilized the steering committee's work on DGO 1.08, Community Policing Strategic Plan, and the Community Policing & Problem-Solving Manual. Currently, instead of engaging with the steering committee, SFPD utilizes their Community Policing Review Committees, which are the Internal Review Committee and the External Review Committees, that had been established and codified under DGO 1.08. DGO 1.08 provides a roadmap for members to partner and engage with the community and obtain community input. Furthermore, DGO 1.08 established an effective community policing practices review and development process with the creation of the Community Policing Review Committees.

In particular, the External Review Committees, which are the Community Policing and Problem-Solving Oversight Committee and the Community Policing and Problem-Solving Implementation Committee, include stakeholders, sworn members, community partners, and other City agencies such as the Department of Police Accountability (DPA), the District Attorney's Office, Controller's Office, and Department of Public Health (DPH) to hold quarterly meetings regarding relevant and current community policing efforts and how to advance those efforts. These committees are



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responsible for discussing the effectiveness of current engagement strategies, cross organizational goals and assessing existing framework by remaining abreast of emerging community policing strategies and best practices. In addition, District Stations will be audited by the Community Engagement Division to determine if stations are meeting outcomes and will monitor growth and progress.

The Community Policing and Problem-Solving Oversight Committee held its first meeting on October 18th, 2023 (Attachment 10: Oversight Committee Agenda 10-18-23).

The Community Policing and Problem-Solving Implementation Committee held its first meeting on October 23rd, 2023 (Attachment 11: Implementation Committee Agenda 10-23-23).

At the time of writing this document, the Oversight Committees has a tentative date scheduled for either March 20th or 27th, 2024, and the Implementation Committee is scheduled for February 27, 2024.

Per DGO 3.01, this policy precludes the Department from sharing manuals outside of parameters set forth in the concurrence process. Therefore, we were unable to share this document with the newly formed External Review Committees under the constraints of the processes and timeline set forth by this DGO. However, Strategy 1.0, DGO 1.08 and the Community Policing Strategic Plan were created via the use of working groups, and these documents were the founding references for the creation of the Community Policing & Problem-Solving Manual.

2) New community policing and problem-solving manual that is informed by contemporary policies and best practices on community policing.

From the creation of Strategy 1.0, the Community Policing Strategic Plan, and DGO 1.08, the Community Policing & Problem-Solving Manual was constructed and produced. This process began in late 2017 when the SFPD began developing an inclusive, forward-looking strategic plan that would ensure that the Department is prepared to meet the challenges of 21st Century Policing.

SFPD engaged with the Mayor's Office to request pro bono assistance from Price Waterhouse Coopers (PWC) to help develop a strategic plan for the Department. During the development of Strategy 1.0, PWC sought the input of over 100 internal and external stakeholders in the form of a Steering Committee (comprising the Chief of SFPD, Assistant and Deputy Chiefs and Directors), an Internal Sounding Board (comprising Commanders and representatives of Police Employee Groups) and External Senior Advisors (comprising representatives from the community and the San Francisco Mayor's Office) (Attachment 5: SFPD Strategy 1.0 / Extended Draft – Internal Use, 2018, Pages 8-9).

SFPD began by conducting interviews and reviewing documents from a wide-ranging peer set to understand best practices of leading public sector departments across the country



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(Attachment 5: SFPD Strategy 1.0 / Extended Draft – Internal Use, 2018, p. 16-22). These insights informed both our strategic planning process and the outputs. SFPD reviewed a wide-ranging set of materials including, but not limited to, the listing below (please refer to SFPD Strategy 1.0 for additional information):

- More than 10 peer departments' strategic plans such as Denver PD, Oakland PD, Seattle PD, and Los Angeles PD
- 21st Century Policing Report
- DOJ COPS Initial Assessment
- PERF website and Guiding Principles on Use of Force
- Crime metrics, stats, and trends from departments around the country
- Police Foundation's Executive Brief
- City publications such as the SF Department of Homelessness and Supporting Housing Plan
- Justice Sector Institutional Strengthening Project

SFPD also conducted informational meetings and interviews with those who have undergone similar strategic planning exercises (Attachment 5: SFPD Strategy 1.0 / Extended Draft – Internal Use, 2018, p. 16-22). Meetings and interviews were held with the following individuals, groups, and agencies:

- Assistant Chief of the Oakland PD
- Former Chief of the Pittsburg PD
- Chief of the Gardena PD
- Denver PD
- SF Municipal Transportation Agency
- San Jose Police Foundation
- Hetty Group
- Former Assistant Director for Intelligence at the U.S. Immigration and Customs Enforcement and the Homeland Security Investigations
- Former Chief Policy Advisory of Science and Technology at the FBI

The SFPD also conducted a self-assessment, meeting face-to-face with more than 70 members (sworn and nonsworn) of the Department through focus groups and interviews to understand aspirations and challenges. In addition, reviews of in-process initiatives, working groups, and strategic plans across the Department were held to understand current strengths and efforts. In parallel, several sessions focused on community policing were conducted, which provided additional input on what the community expects from the Department now and in the future.

The SFPD's new Community Policing and Problem-Solving Manual was constructed from best practices research, internal and external interviews, and extensive research on community policing that was accomplished with the creation of Strategy 1.0, but more in particular, DGO 1.08 and the Community Policing Strategic Plan.



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Additionally, and recently in 2023, multiple agencies' Community Policing plans or related documents, articles, and websites were reviewed for contemporary best practices:

- Baltimore Police Department – Community Policing Plan
- Citrus Heights Police Department – Community Relations
- Chicago Police Department – Community Policing 2021 Annual Report
- LAPD – Data-Informed Community-Focused Policing
- LAPD - Community Safety Partnership Manual
- Philadelphia – Crime Prevention & Violence Reduction Action Plan
- Article: Royal Canadian Mounted Police – CAPRA Problem Solving Model
- Article: A Police Organizational Model for Crime Reduction, by Rachel Boba, Ph.D. and Roberto Santos, MS
- Website: Arizona State University Center for Problem-Oriented Policing
- Website: Police Executive Research Forum

3) Manual completed by October 12, 2017.

The SFPD has codified its different types of written directives (e.g., DGO's, Manuals, Department Notices) mandated by the Department, via DGO 3.01 (Attachment 12: DGO 3.01). "It establishes a development process for the creation, evaluation, approval, and maintenance of written directives within the Department and delineates responsibilities for the written directive process. The Department's Written Directives Unit (WDU) shall be responsible for facilitating and publishing written directives covered in the general order" (SFPD DGO 3.01, 2022, p.1).

On May 4, 2023, the SFPD issued Department Notice: SFPD Policy Development Division (Attachment 13: DN - SFPD Policy Development Division) to announce a new Division, the Policy Development Division (PDD). This new division will include the Policy Development Unit, Policy and Community Working Group Management Unit, and the Written Directives Unit. As stated in Department Notice: SFPD Policy Development Division, "Compliance with DGO 3.01, including revisions and implementation of the Department policy development process will fall under the direction of PDD" (2023, p. 1). The PDD created a flow chart, for internal use only, to help better understand and follow the flow, process, and required steps in DGO 3.01 (Attachment 14: PDD Flow Chart – DGO 3.01 Update Process for Manuals).

On Wednesday, January 17, 2024, SFPD's WDU sent an email (Attachment 15: WDU's email to commence the simultaneous concurrence review process) to commence the thirty-business day for the simultaneous concurrence review process, according to DGO 3.01. The simultaneous concurrence meeting date has been scheduled for Friday, March 8, 2024 (Attachment 16: Calendar of concurrence meeting on 03/08/2024), which is the earliest concurrence meeting date after the completion of the thirty business days for simultaneous concurrence review.



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Concurrence must conclude within forty business days; however, concurrence can conclude before the allotted forty business days. DPA can also request a meeting with the Chief about the Manual after concurrence. Their request must come within five business days after the conclusion of concurrence, per DGO 3.01. If there is no request, approval is with the Chief and there is no deadline for this step in the DGO 3.01 process.

Assuming the Chief grants approval and there are no post-concurrence edits, WDU could get the Manual to the Police Commission office by May 28th, 2024.

DGO 3.01 requires the Manual be publicly posted for ten calendar days ahead of the Police Commission meeting. The Police Commission holds their hearing and votes to approve. During the Police Commission presentation, the Department requests an implementation window (could be immediate, 30-days, 90-days, which is dependent on training needs regarding the Manual).

If meet and confer is required, the Police Commission passes a resolution acknowledging their approval, then sends to labor negotiations. Once approved through the meet and confer process, the manual goes back to the Police Commission for final approval. The manual then comes back to WDU to finalize, issue to members and post publicly. Therefore, this Manual could be issued to Department members by the end of June if no meet and confer is required and if implementation is immediate.

4) Evidence of dissemination to members.

The publication and distribution of the Community Policing & Problem-Solving Manual will be disseminated to members via PowerDMS and a Department Notice, (DN 24-XX) (Attachment 17: DRAFT Department Notice – Community Policing & Problem-Solving Manual).

To be held accountable, Department members are required to acknowledge and sign off on all Department Notices. In September 2023, the SFPD issued updated Department Notice – Department Documents Electronic Sign-Off (DN 23-152) (Attachment 18: Department Notice – Department Documents Electronic Sign-Off), which requires members to electronically sign-off on written directives. This requirement has been codified in DGO 3.01, which states, “All Department members shall acknowledge every Department General Order (DGO), Department Notice (DN), Department Manual (DM) and any other document that is entered into the Department’s electronic sign-off system within (30) thirty days of issuance” (2022, p.14). SFPD members are responsible for acknowledging receipt and review of Department notices using PowerDMS.

To ensure members are held accountable for the electronic sign off on Department Notices, the SFPD’s Staff Inspection Unit (SIU) conducts periodic audits. Quarterly, SIU audits to check for non-compliant members who fail to acknowledge Bulletins/Notices and Roll-Call Training within a prescribed time period. This policy is outlined in Strategic Management Bureau (SMB) Unit Order 21-01 – Recurring Data Audit (Attachment 19: SMB - Unit Order 21-01).



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Additionally, this particular Manual will be posted on SFPD Department's website in light of full transparency and in effort of community engagement. The Community Policing and Problem-Solving Manual will be on SFPD's intranet and accessible via PowerDMS as well.

At the time of writing this recommendation the Community Policing & Problem-Solving Manual was not yet disseminated. Upon the Community Policing & Problem-Solving Manual completion of the DGO 3.01 process, dissemination of the Community Policing & Problem-Solving Manual will occur and an addendum to this recommendation will be completed, including the attached Manual and Department Notice for its release.

5) Periodic review/improvement loop process.

SFPD feels that a review would be appropriate for the Community Policing and Problem-Solving Manual. The SFPD can set itself up for success by devoting itself to consistent, thoughtful, and rigorous review. To implement this work, a variety of tasks can be used and can be adjusted to move toward the vision of Strategy 1.0. In addition, Strategy 1.0 and the Community Policing Strategic Plan represent a constant improvement effort in certain focus areas, such as community policing. Community policing necessitates ongoing self-reflection and external review to maintain effective programs and relationships in communities that are ever-changing.

In conjunction with newly established policy and guidelines (Strategy 1.0, Community Policing Strategy Plan, and DGO 1.08) regarding the implementation of the Department's plans, SFPD wants to ensure all members of the department receives training regularly regarding best practices in community policing, community engagement, customer service, and problem solving. Per DGO 1.08 section 1.08.07.A, "All Department members (sworn and non-sworn) shall attend Community Policing training every two years" (2021, p.11).

In addition to the stated review for evaluation of effectiveness above, oversight of the United States Department of Justice (DOJ) recommendation's responsibility rests with the Professional Standards and Principled Unit (PSPPU), Collaborative Reform Initiative (CRI) team. The sustainability of all that has been implemented through policies, plans, training, etc. is paramount to the Department. To further ensure these strategic plans are implemented, the PSPPU codified their review and audit in Unit Order 22-01 – CRI Sustainability Procedures (**Attachment 20: PSPPU's Unit Order 22-01 – CRI Sustainability Procedures**). The purpose of this order is to show commitment in upholding the promise of the Collaborative Reform Initiatives. This unit order created a sustainable system of review to ensure the SFPD continues to maintain the commitments and accountability of the reform process. A schedule has been set for regular review of all CRI recommendations ensuring the Department continues to implement and achieve its reform goals. As stated in Unit Order 22-01 – CRI Sustainability Procedures, "the general reviews will be scheduled as follows" (2022, p.1):

- January 1 – February 28 – Use of Force



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- March 1 – April 30 – Bias
- May 1 – June 30 – Accountability
- July 1 – August 31 – Community Policing
- September 1 – October 31 - Recruitment

Under the sustainability review within the PSPPU, all recommendations including the documents created within the recommendations are monitored annually and given periodic updates as needed to stay relevant with legal requirements as well as organizational changes. When these best practices and continuous improvement loops are identified, the PSPPU will take the responsibility in writing addendums for these recommendations ensuring the SFPD continues to stay in Substantial Compliance. Additionally, DGO 3.01 codified a general review for SFPD Manuals.