



# One Year Retrospective

Chief George Gascón

August 2010

# EXECUTIVE SUMMARY

On August 7, 2009, Chief George Gascón was sworn-in to lead the San Francisco Police Department, an organization with 2,800 talented employees<sup>1</sup> and a rich 160-year history, serving 1.2 million people<sup>2</sup> in a diverse world-class metropolis.

**MISSION:** To Make San Francisco the Safest Large City in the Nation.

*“This is an incredibly forward-thinking city, this is a world-class city. There is no reason why we should not be the safest large city in the country.”* Chief George Gascón

## CORE PRINCIPLES AND FIRST YEAR GOALS:

To progress towards the mission of making San Francisco the safest large city in the nation, the SFPD has embraced the Chief’s core principles of Smart Policing Innovations, Community Engagement, and Accountability. We currently face the realities of shrinking municipal resources combined with rapidly evolving threats to public health and safety. Consequently, an improved understanding of and relationship to the communities we serve, a commitment to openness and transparency, and a relentless drive towards innovation and efficiency as a means to do more with less have become the necessary principles which guide both daily operations and long-term strategy.

Below are first year goals which set a foundation for achieving our ambitious mission – which can only be accomplished by working in partnership with the community, the Mayor, the Board of Supervisors, the Police Commission, and through the daily commitment of our uniformed and civilian men and women. Please note, **these goals were achieved without a net increase in General Fund appropriations.**<sup>3</sup>

## REDUCE PART 1 CRIME BY 10% THROUGH ‘SMART POLICING’ INNOVATIONS

- ✓ Made Solid Progress: **Reduced total Part 1 Violent and Property Crimes by 7.7%.**
- ❖ Awarded Federal Department of Justice **“Outstanding Local Police Department”** for Zone Enforcement Strategy.
- ❖ Implemented comprehensive **CompStat and BRICC** crime and operational analysis innovations.
- ❖ **Decentralized Inspectors** to district stations and **Reorganized the Investigations Bureau.**
- ❖ Instituted **Strategic Deployment** of officers utilizing CompStat and BRICC data, information from the community (including Text-A-Tip), while working within staffing and resource limitations.
- ❖ Began increasing sworn capacity via programs such as the **Civilian Investigator Pilot Program.**
- ❖ Implemented **Technological Reforms** to automate manual processes such as Booking, Payroll, and Police Report systems.

## IMPROVE COMMUNITY RELATIONS

- ✓ Accomplished: Instituted major initiatives to strengthen community involvement and trust.
- ❖ Improving community relations was structurally instituted in the SFPD with, among other efforts, the establishment of a dedicated **Community Relations Unit** and the **Community Police Advisory Boards** within each of our ten district stations.
- ❖ Improved **Media Relations** via more open communication and the utilization of social networks.

## INCREASED ACCOUNTABILITY

- ✓ Accomplished: Implemented reforms and process improvements to increase transparency and control within the Department.
- ❖ Worked with Police Commission to **Improve Discipline Case Management** which has reduced case backlog.
- ❖ Implemented **Proactive Accountability Mechanisms**, including a robust Early Intervention System, systematic Policy Review, and Operational Audits.
- ❖ Openly and quickly implemented reforms in response to **Crime Lab and Brady Issues.**
- ❖ **Reorganized Department** to three Offices to improve control and align functions.

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<sup>1</sup> Upon Chief Gascón’s appointment, SFPD had 2,790 employees (2,373 sworn, 417 civilian). Currently there are 2,631 employees (2,254 sworn, 377 civilian).

<sup>2</sup> Population of 1.2 million includes 808,000 residents and the additional visitor and daytime commuter population.

<sup>3</sup> FY 2009-10 budget rose 2.07% over FY 2008-09. The increase is offset by 3% in sworn salary increases. Salaries & benefits comprise 90% of budget. One Year Retrospective, Chief George Gascón, August 2010

# REDUCE PART 1 CRIME BY 10% THROUGH 'SMART POLICING' INNOVATIONS

## Total Part 1 Crimes Reduced by 7.7%

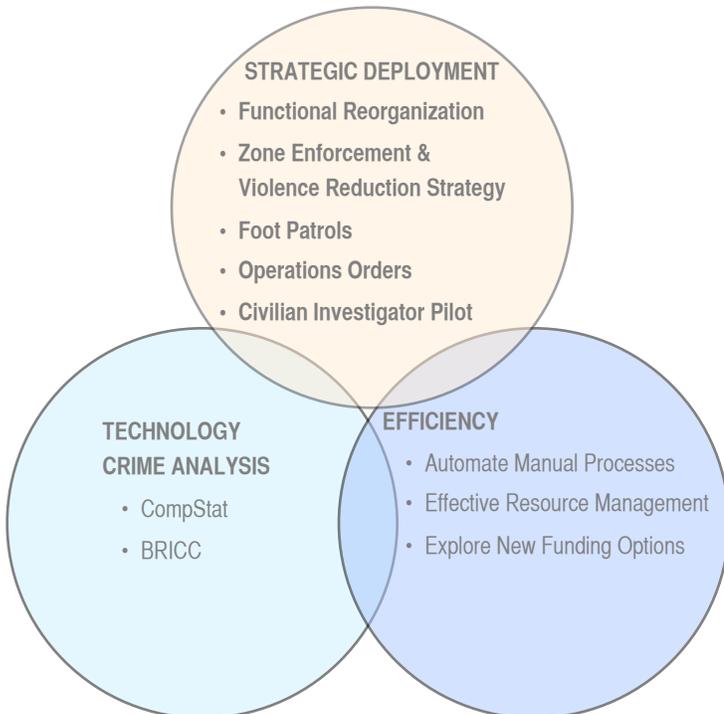
**Total Number of Part 1 Violent and Property Crimes** August 1, 2008 to July 31, 2009: 43,482 incidents  
 August 1, 2009 to July 31, 2010: 40,118 incidents

*This 7.7% reduction spared 3,364 individuals and their families from being victimized by crime and experiencing its painful effects.*

Part 1 Violent Crimes	Change Over Prior Year
HOMICIDE	23% Reduction
RAPE	3% Increase
ROBBERY	7% Reduction
AGGRAVATED ASSAULT	4% Reduction
<b>TOTAL PART 1 VIOLENT CRIMES: 5% Reduction</b>	

Part 1 Property Crimes	Change Over Prior Year
BURGLARY	9% Reduction
AUTO THEFT	24% Reduction
BURGLARY FROM VEHICLE	12% Reduction
ARSON	3% Reduction
PERSONAL/OTHER THEFT	2% Increase
<b>TOTAL PART 1 PROPERTY: 8% Reduction</b>	

## OVERVIEW: SMART POLICING INNOVATIONS



*In order to effectively combat rapidly evolving threats to public safety within limited resources, the SFPD has embraced Smart Policing Innovations as a means to do more with less.*

*Utilization of state of the art crime and statistical analysis tools such as CompStat and BRICC informs the Strategic Deployment of Officers and resources in the most effective manner possible.*

*Additionally, automation of manual processes and effective resource management ensures that our officers have the capacity to provide higher levels of public safety services to the citizens of San Francisco.*

## SMART POLICING - TECHNOLOGY: CompStat

Under Chief Gascón, CompStat (a nationally recognized crime control model) has evolved into a fully robust and integrated program used to drive proactive crime analysis, deployment strategy, and operational adjustments on a daily basis (new version introduced December 2009). Previously, CompStat essentially functioned as a statistical record keeping program.

A smart policing tool, CompStat functions as a real-time, proactive, results-oriented program. CompStat addresses all sources of a problem. *"CompStat looks outwardly at crime and its affects in the community, while at the same time looking within the organization to identify best practices in managing police personnel and risk management issues such as sick time, use of force, pursuits, complaints and accompanying city liability."* Assistant Chief Jeff Godown

CompStat operates from the principles of timely intelligence, effective tactics, rapid deployment, and relentless follow-up.

### ❖ *Timely, Accurate Information - Know what is happening.*

A CompStat review occurs bimonthly (open to the public).

SFPD managers and staff at all levels participate in active discussions to understand affects of crime statistics.

### ❖ *Effective Tactics - Have a plan.*

### ❖ *Rapid Deployment - Do it quickly.*

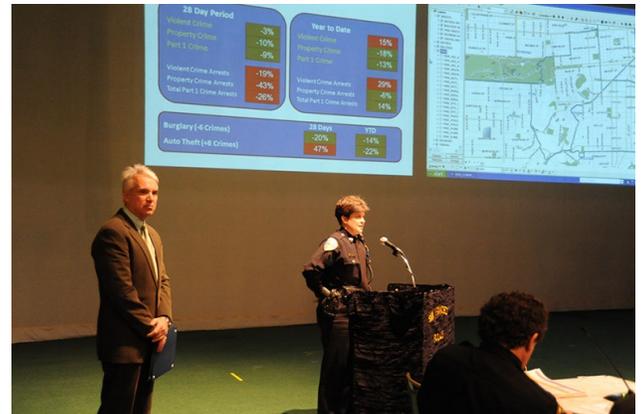
Once captains and officers have timely and accurate information, it is their responsibility to develop and implement customized crime reduction strategies to address the problem and reduce crime.

Solving problems, often without additional resources, drives managers to attempt innovation and creatively collaborate with the community and other agencies in an attempt to do more with less.

### ❖ *Relentless Follow-up and Assessment...If it works, do more. If not, do something else.*

Captains and officers continually review the results of their crime reduction strategies and make appropriate adjustments at subsequent CompStat meetings.

CompStat information, reports, and meeting schedule can be found at <http://sf-police.org>. Click on the CompStat icon.



## SMART POLICING - TECHNOLOGY: BRICC Crime & Intelligence Center

Previously, the SFPD contained an Operations Center which served as a crime notification hub. Under Chief Gascón, the SFPD Bay Area Regional Information Crime Center (BRICC or "brick") has begun to greatly expand this functionality. BRICC creates a single crime analysis information hub for all law enforcement agencies operating within the City and County of San Francisco. BRICC augments CompStat by aggregating regional data, crime reports, information, and providing rapid analysis that helps prevent and solve crime.

BRICC will provide and receive real-time, crime focused analysis enhancing public safety for the entire region. A critical component of Smart Policing, BRICC uses technology to strategically deploy personnel in the most efficient manner possible. BRICC provides officers with immediate crime support information analysis, enabling them to address crime issues, identify patterns, and conduct investigations at a much more rapid pace. We anticipate that BRICC will be located at 17th and De Haro Streets and be 85% operational by the end of 2010.

## SMART POLICING – STRATEGIC DEPLOYMENT: Inspector Decentralization

Previously, all Inspectors (investigators) were physically located at the Hall of Justice. In November 2009, Chief Gascón implemented the decentralization of Burglary, General Work, Robbery, and Auto units by moving their 100 Inspectors to the City's ten district stations to form Station Investigation Teams (SIT). Decentralization poses the following benefits:

Issue	Before Decentralization	After Decentralization
Response Time	Inspectors did not receive cases until a day or two after they occurred	Inspectors immediately informed of cases
Witness Interviews	Inspectors would interview witnesses days after crime	Inspectors can conduct onsite interviews, more accurate and convenient for witnesses
Patrol Bifurcation	Patrol & Investigations essentially functioned as separate units with Patrol initiating a report which was forwarded to the Investigations Unit.	Inspectors now work directly with Patrol Officers from beginning of a case
Patrol Education	Patrol officers lacked training in issues that were critical to the investigative process. Patrol reports often lacked key information.	Officer involvement serves as an on-the-job training tool, improving officer technical skills on what makes cases strong, and increasing accountability and ownership
Captain Flexibility Accountability	Station Captains previously had no responsibility for the investigative function	Station Captains now responsible for and use investigators as a district crime fighting tool
Communication	Ad-hoc communication to disseminate investigative information to stations	Station Inspectors communicate regularly with headquarters and disseminate best practices, crime updates, etc., to stations.
Community Relations	Inspectors could be assigned a case from anywhere in the City	Station Inspectors gain a greater understanding of ,and build relationships with, community stakeholders.
Staffing Hours	Although Inspectors were on-call 24/7 to respond to incidents, the majority of Inspectors worked business hours.	In-office coverage has been expanded with Inspectors now working weekend, swing, and graveyard shifts.

Previously, statistics on investigation clearance (solved or closed cases) and filing rates (cases where District Attorney files criminal charges) were only maintained at the unit level. In April 2010, we implemented CompStat statistical tracking and review of investigation statistics. CompStat's statistical analysis functionality into the investigative process will help us monitor our productivity and enable the strategic deployment of investigative resources and continual operational improvements.

Additionally, the Investigations Bureau was reorganized into three divisions: Vice Crimes, Major Crimes and Special Victims. Major Crimes includes the Criminal Investigations Unit (CIU), which conducts major crimes, robbery, and enforcement criminal investigations and provides technical assistance for major crimes that exceed the resources of the Station Investigative Teams. These highly trained units focus on specialized investigative areas such as homicides, gang related crimes, kidnapping, domestic violence, and bank robberies.

## **SMART POLICING – STRATEGIC DEPLOYMENT: Zone Enforcement & Violence Reduction Strategy**

The SFPD was recently awarded the “Outstanding Local Police Department Involvement” award by the Federal Department of Justice for our innovative Zone Enforcement violence reduction strategy. Analysis of crime patterns revealed that 50% to 60% of all violent crime in San Francisco was concentrated within 2% of its geographical area. In response, zone enforcement was begun in early 2008 under former Chief Heather Fong to conduct coordinated enforcement efforts in targeted high crime areas. Chief Gascón augmented Zone Enforcement’s capabilities and impact through CompStat and BRICC crime analysis to ensure the most efficient use of resources in response to constantly changing crime patterns. Zone Enforcement functions as a key tool in a comprehensive violence reduction strategy that tackles crime patterns from geographic, sociological, and statistical perspectives.

Chief Gascón’s initiation of anti-open illegal drug market operations in the Tenderloin District provides an example of targeted Zone Enforcement. The smallest district station in San Francisco (contained within 0.2 square miles), the Tenderloin experienced high crime rates within an environment where narcotics were openly bought and consumed. This unprecedented targeted Zone Enforcement effort resulted in more than 300 arrests in 20 days, mostly from buy-bust operations. The effort was also unusual in that information was openly and continuously provided to the media during the operation. To encourage the reduction of crime, Chief Gascón initiated coordinated operations on overlap days with Bureaus such as Gang Task Force, the Fugitive Recovery Enforcement Team and Narcotics.

Another example of strategic deployment can be found in the Bayview district where a patterned rise in street crime and robbery around Muni stations was eliciting fear within the community. The Zone Enforcement response included the redeployment of 32 officers (all volunteers for this assignment) to patrol targeted areas. Additionally, the Department held community meetings to both deter the violence and calm fears.

## **SMART POLICING – STRATEGIC DEPLOYMENT: Foot Patrols**

Foot patrols are one of many tools involved in Smart Policing and are especially effective in certain congested pedestrian areas. A pilot Foot Patrol program implemented in the Mid-Market Corridor in February 2008 successfully helped to reduce crime, expanded community policing, and improved overall conditions in the area. First quarter 2010 statistics show 242 felony arrests and 171 misdemeanor arrests with total crime dropping 28.85% from the same period in 2009. Chief Gascón has integrated Foot Patrols into the larger Strategic Deployment model and augmented its capabilities by using CompStat and BRICC analysis.

## **SMART POLICING – STRATEGIC DEPLOYMENT: Crime Reduction Operations Orders**

Along with the geographical strategic deployment of Zone Enforcement, the Department also strategically deploys officers in response to other factors, such as seasonal crime spikes. When analysis revealed weekend crime spikes during the summer months, the Department created Weekend Violence Reduction Operations Orders at specified stations (March 2010). Orders include strategic enforcement around places of entertainment, public housing, and areas of gang activity.

## SMART POLICING - STRATEGIC DEPLOYMENT: Improving Unit Functionality

We continually strive to improve a unit's ability to prevent and solve crimes through technological analysis tools and functional reorganization. For example, Chief Gascón revamped Municipal Transportation Authority (MTA) enforcement by requiring Commanding Officers at each District Station to develop strategic deployment enforcement plans each month. The plans contain strategies tailored to each district's crime patterns and include tactics such as high visibility uniformed patrols, MTA civilian fare evasion inspectors, and plainclothes robbery abatement operations on specific transit lines identified through statistical analysis. Additionally, a new Muni Task Force Unit was formed in February 2010 (funded through a 30-month FEMA grant). Because of these efforts, public transit crime was reduced 45% from January 2010 to June 2010.<sup>4</sup>

The Homeland Security Unit has increased the number of Terrorist Liaison Officers from 40 to 100. These officers protect San Francisco's critical infrastructures, receive continuous training by the FBI and Northern California Regional Intelligence Center and systematically disseminate this training with officers at every station. TLO's now reach out to the community by developing point of contact relationships and educating high-risk business owners on terrorist threats and reporting protocol. Additionally the HSU works with the City's Department of Emergency Management to develop citywide exercises and protocol on a variety of critical incidents and emergency situations.

The SFPD continually reviews and adjusts its organizational structure and deployment for maximum effectiveness. Additional examples include:

- ❖ Expansion of Night Captains staffing from 2 to 4;
- ❖ Addition of a Weekend Captain;
- ❖ Increase of Homicide Inspectors from 18 to 31;
- ❖ School Resource Unit decentralized to the District Stations.

## SMART POLICING – STRATEGIC DEPLOYMENT: Civilian Investigator Pilot

Modeled after a program he began in Mesa, Arizona, Chief Gascón developed a Civilian Investigator program this year. New hires would begin comprehensive Academy and field training in January 2011 and begin handling calls by July 2011. The program attempts to simultaneously reduce costs and improve customer service. Busy districts handle high service call volume and nonviolent calls may be pending for 1 to 8 hours as available officers are deployed to higher level calls.<sup>5</sup> Civilian Investigators will receive training to conduct investigations for minor nonviolent crimes. We estimate that 16 Civilian Investigators will handle 15,000 investigations annually, consequently freeing up sworn officers to respond to higher-level calls. Given the increased demands upon sworn officers, it is imperative that we find innovative solutions to more effectively respond to public safety needs.



The Civilian Investigator Program will enable victims to schedule an appointment within a time window instead of waiting indefinitely for police response. Investigators can spend more time with crime victims as they follow a set appointment schedule and do not have to break for emergencies. Investigators will be trained to interview victims and witnesses, write reports, take crime scene photos, and collect fingerprint and DNA evidence. The Civilian Investigators will respond to calls

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<sup>4</sup> Source: Statistics released at SFMTA July 6, 2010, Board of Directors meeting.

<sup>5</sup> Source: Office of the Controller audit.

such as auto theft or a residential burglary where the crime did not just occur and the suspect is not likely to be near the crime scene.

## SMART POLICING – EFFICIENCY: Automation of Manual Processes

Automation of manual processes represents significant improvements to the way we do business. Efforts to reduce an officer's time spent on paperwork and administrative processes without compromising effectiveness translates into more officer time spent on the street or conducting investigations.

Process	Before Automation	After Automation
<b>Booking Arrests</b>	Before Chief Gascón's appointment, bookings were done by hand with information typed on cards and information retrieved manually.	Bookings are now processed and stored electronically and linked to Sheriff's Department enabling quick retrieval. Although funding allocations and equipment purchases for this initiative occurred several years ago, the resulting system experienced problematic and incomplete implementation. Chief Gascón prioritized the initiative and drove complex vendor negotiations which resulted in successful system implementation.
<b>Officer Productivity Records</b>	An officer would manually record their daily activities and submit to a time-keeper who entered data into a system.	Allows officers to directly enter their daily activities (i.e. arrests, number of incidents, reports, inspections) directly into a web-based system. This information is used for payroll, CompStat and other types of analysis.
<b>Police Reports</b>	Police reports may have been handwritten, typed, or prepared on a computer.	All police records now prepared electronically. Additional improvements, such as development of a database and overhaul of process are under development.
<b>Field Identification</b>	In the field, suspects lacking proper identification were processed at a later date or transported to a station for identification.	The new Automated Biometric Identification System (ABIS) enables quick fingerprint identification of individuals in the field. (Funded by fingerprinting service fees.) Greatly reduces officer time and resources spent in holding and transporting prisoners for identification purposes.

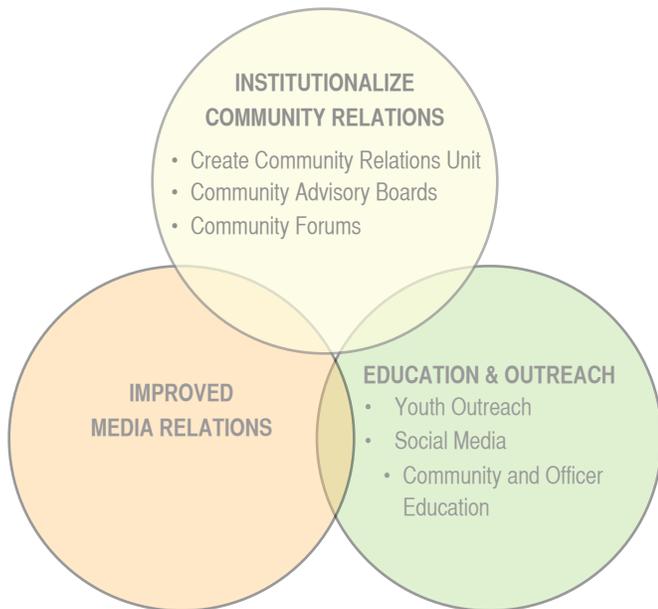
## STRATEGIC DEPLOYMENT - OVERTIME USAGE & ALTERNATIVE FUNDING

During Chief Gascón's tenure, overtime hours paid by the General Fund decreased 45% (from fiscal year 2008-09 to 2009-10) resulting in millions of dollars in savings for the City. The 2010-11 budget reduces overtime hours by an additional 24%. Overtime hours have historically been a critical resource enabling proper staffing for unplanned incidents and to compensate for inadequate regular staffing. The simultaneous accomplishments of a 7.7% Part I crime reduction and a 45% overtime reduction are not possible without Smart Policing innovations and their associated strategic deployment of officers.

Since Chief Gascón's arrival, the Department has aggressively pursued alternative funding sources and applied for 17 new grants, 10 of which have been awarded. A \$16 million Department of Justice grant enabled the hiring of 50 officers. Additionally, the Chief is currently exploring the creation of a Police Foundation to fund innovations through private donations.

# IMPROVE COMMUNITY RELATIONS

## OVERVIEW: IMPROVING COMMUNITY RELATIONS



*Effective Community Relations is a core component of modern public safety efforts. To protect and serve the city requires full engagement with its diverse communities.*

*The SFPD continually strives to improve understanding and relationships with the communities we serve. Through proactive education, outreach, and institutionalized working groups - we simultaneously inform smart policing strategy and reduce community tensions and misunderstandings.*

*Finally, improved media relations contributes to increased transparency for the Department and improved community awareness of current issues.*

## CREATION OF COMMUNITY RELATIONS UNIT

Community Policing is taken very seriously in the SFPD, as evinced by the creation of the Community Relations Unit (CRU) in February 2010 which now has a staff of nine officers. This unit serves as a centralized place where community outreach and education, working groups with officers, and liaison efforts with specific community groups can be facilitated and performs the following functions:

- \* Serves as a liaison for 311 (City of San Francisco's Information Line), handling public nuisance complaints, homeless issues, business complaints, parking issues and answering process questions;
- \* Conducts community education efforts by presentations in the community on such issues as using 911, elder abuse, internet safety and pedestrian safety;
- \* Conducts outreach for current events and organizes town hall and community meetings;
- \* Contains a dedicated language liaison officer to facilitate document translation, interpreter services, and bilingual testing for members. The liaison works with a coalition composed of community groups and the Office of Citizen Complaints;
- \* Working with SF Crisis Care, a community-based coalition to help officers provide on-scene support to survivors traumatized by suicides, homicides, accidents and other tragedies;
- \* Creation of Special Community Forums. CRU established a forum for adults who work with youth and is currently working to establish forums to explore public safety concerns and open a dialogue with the SFPD for the following communities: Youth, Asian Pacific Islanders, African American, Arab American, Faith-Based, LGBT (Lesbian, Gay, Bisexual, Transgender), and Hispanic;

- \* Assists with specific neighborhood concerns when neighborhoods experience significant crime increases or tensions around an issue. For example, when zone enforcement efforts were conducted in the Bayview District (see page 6) the CRU facilitated Town Hall meetings and drop-in centers for the community to openly communicate with law enforcement. Thirty-two police officers were redeployed to the Bayview and Ingleside Districts in response to community crime concerns and to help build communication to encourage the reporting of crimes;

Additionally, all police officers receive formal training and supplemental training on such topics as assisting domestic violence victims, community outreach, cultural understanding and competency. District stations also routinely participate in and host community events and disseminate newsletters to stakeholders.

## COMMUNITY POLICE ADVISORY BOARDS

Chief Gascón created Community Police Advisory Boards (CPAB) at all ten district stations by December 2009 to institutionalize collaboration and ongoing dialogue between local community members and officers. SF SAFE (Safety Awareness for Everyone) and the Controller's Office assisted with the development process. SAFE's expertise working with both the police and the community proved invaluable to help recruit diverse community members and to facilitate meetings. Members meet monthly and form working groups of both community members and officers to collaboratively solve issues and problems specific to their community.

An example of how a Community Advisory Board functions can be found at Ingleside Station. With 15 community board members meeting monthly, they have organized events such as a neighborhood clean up and planting on August 3, 2010. They are also tackling community safety through educational crime prevention video advertisements for Chinese radio and TV and by writing letters to the District Attorney regarding their concerns on specific arrests.

## YOUTH OUTREACH

Youth programs have expanded through the Police Activities League (PAL). In July 2010, 25 PAL Cadets graduated from the program's first mini-police academy where they received an abbreviated version of recruit training. The cadets recently started internships at the Bayview and Ingleside Stations.

## MEDIA RELATIONS



The staffing in our Media Relations Unit increased and now includes Cantonese and Spanish speakers. Daily hours were expanded to include coverage through 10:00pm with staff available on call 24/7. The unit conducts regular individual editorial board meetings and a biannual round table with the Chief and local editors. Media Relations manages the SFPD Facebook Page and Twitter Account and has expanded public information content on the SFPD website. Media Relations has created the Chief's Message and is producing a media training video and manual for all officers.

In the interest of transparency, Chief Gascón has sought to develop an open relationship between the Department and the media by being accessible to them as much as possible (press conferences and granting interviews) to communicate on issues and events, including all officer-involved shootings. Additionally, all police officers are encouraged to speak directly to the media within their knowledge levels and department guidelines.

## SOCIAL MEDIA

Social media represents an efficient, cost-effective, and real-time mechanism for communication between the police department and the public. It also provides an open forum for people to share their opinions.

- ❖ Implementation of the Text-A-Tip Program (TIP411/847411), enables people to quickly and anonymously report crimes, and is a more comfortable communication medium for young people. Between August 1, 2009, and July 31, 2010, 740 texts were received. All texts are analyzed and acted upon by BRICC staff.
- ❖ SFPD activated its own Facebook page in February 2010. This medium enables people to express their opinions and it provides an efficient means for the Department to communicate with users. Meetings, missing persons information, public safety tips, crime statistics, and current events and case updates are posted. As of August 11, 2010, the page had 2,380 followers.
- ❖ The Department uses the City and County 311 Twitter page that enables citizens to request non-emergency police and municipal services. The Department uses Twitter to share breaking public safety information, including traffic street closures and major road accidents. As of August 2010 the 311 Twitter page had 6,400 followers. Follow us at [www.twitter.com/SF311](http://www.twitter.com/SF311)

## INCREASED ACCOUNTABILITY

The principle of accountability is an extremely critical core responsibility that we continually endeavor to uphold. Chief Gascón's first year marks significant efforts to institutionalize both accountability mechanisms and awareness within our organization in the areas of internal affairs, disciplinary case management, operations review, and other open reform efforts.

Chief Gascón reorganized the Department into three Offices - Operations, Administration, and the Office of the Chief of Staff on November 14, 2009. The reorganization accomplishes both a "flattening" of the organization and a functional realignment that ensures more effective spans of control and proper management.

## INTERNAL AFFAIRS ORGANIZATION AND INVESTIGATIONS

A highly functioning Internal Affairs Division (IAD) is critical to accountability within any police organization. SFPD's Internal Affairs undertook the following improvements in the past year:

- ❖ Section reorganized into Criminal Investigations, Administrative Investigations, and Brady Compliance units, and staffing increased;
- ❖ Instituted a 60-day timeframe to investigate cases, (a significant improvement as it previously took approximately six months to complete an investigation);
- ❖ Added a criminal investigations component to the unit, enabling criminal and administrative components to be more efficiently investigated under one umbrella (they were previously bifurcated, leading to process delays);
- ❖ Development of best practices processes and associated training;
- ❖ Expanded the Officer-Involved Shooting Team to investigate all shooting incidents where an officer intentionally discharges a firearm in response to a perceived threat. Consequently, all officer involved shooting investigations undergo consistent process standards;
- ❖ Additional case review levels and round-table reviews have been added to serve as structural checks and balances to case determinations without compromising case resolution timeframes.

## DISCIPLINARY CASE PROCESS MANAGEMENT

The Police Commission is working with the Department to improve and expedite the case management process. Officers are often assigned to desk duty while their cases are processed, which may divert precious uniformed resources. The Police Commission's recent case management changes include:

- ❖ Reserving one meeting a month to devote to disciplinary case hearings;
- ❖ Instituting 120-day time limits on case rulings;
- ❖ Enacting a transparency measure to publicly report on current disciplinary cases and each Commissioner's caseload.

Consequently, the number of pending cases before the Commission has decreased 36% from 72 cases in August 2009 to 46 cases in August 2010.

## EARLY INTERVENTION SYSTEM

The Early Intervention System was set into motion before Chief Gascón's tenure however he fully supports the implementation of the Automated System which will be implemented within the next year. The new system (EIS) identifies and provides a tool to manage behaviors that may result in performance related problems and enables the Department to provide non-disciplinary intervention.

## FORENSIC SCIENCES UNIT/CRIME LAB REFORMS

Chief Gascón took immediate action and closed the controlled substances section of the Crime Lab when informed that an employee's alleged theft of narcotics evidence may have compromised cases. Chief Gascón has initiated comprehensive Department of Justice audits in the narcotics, firearms and DNA units to ensure that all industry standards were being met. New internal oversight and additional staffing was brought in and presumptive testing and training was organized and is now being conducted at all 10 district stations.

Both the Department's criminal and administrative investigations were completed and provided to the Attorney General's Office in July 2010. As stated by Chief Gascón, "We can certainly talk about all the administrative fixes that have been done to mitigate the likelihood of having a reoccurrence, or certainly having a reoccurrence that goes on for some time without being noticed. We can never guarantee that human beings will not commit crimes, but we can guarantee that we have systems that will pick it up quickly." To decrease the likelihood of a similar issue arising in the future, we have enacted the following reforms:

- ❖ Streamlined narcotics evidence testing processes and guidelines through the implementation of Presumptive Testing. Presumptive Testing enables patrol officers to conduct preliminary testing of suspected narcotics in the field (600 officers trained to date). This eliminates the need for testing negative or inconclusive samples or where the suspect submits a guilty plea at a preliminary hearing. Consequently the narcotics testing caseload was reduced from 10,000 to 4,000.
- ❖ Implemented best practice caseload ratios to ensure Criminalists are not overworked. Excess testing will be outsourced.
- ❖ Developed a new protocol for discovery of forensic science evidence;
- ❖ Developed a firearms backlog program resulting in the testing of 1,500 backlogged firearms within 60 days;
- ❖ Prioritized and organized DNA and video forensic cases backlog;
- ❖ Streamlined the case clearance process; closed or cleared cases now have their associated evidence immediately removed from the testing process;

- ❖ Assigned a C.S.I. member to the FBI Regional Computer Forensic Laboratory to serve as a Department liaison, which enables the Department to access FBI facilities for forensic testing on computer and telephone equipment;
- ❖ Implemented a digital photography system for C.S.I., eliminating the need for film;
- ❖ Assigned 2 on-call investigators between midnight and 6 am instead of just one;
- ❖ Implemented a DNA training program for station investigators;
- ❖ Reinstated biweekly Homicide/Cold Case/Gang Task Force roundtable discussions to improve communication between Investigators, the District Attorney, and Criminalists.

## THE BRADY NOTIFICATION PROTOCOL

The need for a Notification Protocol to comply with United States Supreme Court mandates under the *Brady v. Maryland* decision arose with the Crime Lab investigation detailed above. The Department, working in the concert with the District Attorney's Office and impacted labor groups, completed a protocol to identify and report employee behavior that could potentially be subject to Brady requirements. The protocol includes a Brady Committee (composed of a retired judge and members of the SFPD management team) to review all potential Brady issues on a case by case basis. The process notifies an officer subject to Brady disclosure and grants them the opportunity to discuss the issue with the committee. Additionally, we have institutionalized a Brady Compliance Unit within our Internal Affairs Division which will be overseen by a Civilian Deputy Director.

Currently, very few law enforcement agencies have instituted a Brady Notification Protocol. The Department's policy development process and the procedures themselves have a central focus of transparency, inclusion of stakeholders, and compliance with all legal requirements. This has resulted in a procedure that by any standard will be a model Brady Notification Protocol.

## OTHER ACCOUNTABILITY AND REFORM EFFORTS

- ❖ Periodically conduct internal operational audits to improve efficiency. A formal Internal Audit Unit will be created within the next year.
- ❖ Improved the Monetary Evidence Handling process due to findings from an internal audit. Consequently, over \$250,000 was returned to the General Fund.
- ❖ Created a Written Directives Unit to draft and review departmental policy arising from reform and compliance efforts and to implement uniform standards.
- ❖ Initiated Vertical Staff Meetings between the Chief and members of a specific rank to generate operational improvements and address staff issues.
- ❖ Instituted weekly station tours by Command Staff to address officer concerns and issues.
- ❖ Currently overhauling the sworn promotional process through a working group led by civil rights attorney Connie Rice in an attempt to institutionalize the opportunity for officers to broaden their knowledge base and assignment variety.