Collaborative Reform Initiative: Quarterly Update

CITY & COUNTY OF SAN FRANCISCO

Police Department

July 20, 2022

Collaborative Reform Initiative Status by Category

CA Department of Justice CRI Phase 3 Results			
Category	**Recommendations**	**Substantially Completed**	**In Progress**
Accountability	68	61	7
Bias	54	47	7
Community Policing	60	54	6
Recruitment, Hiring & Personnel	32	32	0
Use of Force	58	51	7
Total	**272**	**245**	**27**

Annual Sustainability Timeline

January 1 – February 28:
- ➢ General review of Use of Force recommendations
- ➢ Targeted review of recommendations with annual, bi-annual, and quarterly review requirements.
- ➢ Completed initial general review of all recommendations
  - ⁻ Identified 16 further recommendations for addition to targeted review

Feb. 1-March 31:
- ➢ Discussions with Power DMS team to create automated Sustainability Management System
- ➢ Collect documentation for Q4 of previous year and annual reporting requirements

March 1 – April 30:
- ➢ General review of Bias Recommendations
- ➢ Begin collection of Q1 of current year's sustainability documentation

Annual Sustainability Timeline
(continued)

May 1 – June 30
- ➢ Complete general review of Bias recommendations
- ➢ Begin targeted review of recommendations with annual, bi-annual, and quarterly review requirements for Accountability.

July 1 – August 31:
- ➢ Complete general review of Accountability recommendations
- ➢ Begin targeted review of recommendations with annual, bi-annual, and quarterly review requirements for Community Policing.

September 1 – November 30:
- ➢ Complete general review of Community Policing recommendations
- ➢ Begin targeted review of recommendations with annual, bi-annual, and quarterly review requirements for Recruitment & Retention.

December 1 – January 31:
- ➢ To ensure that all targeted and general reviews are taking place as scheduled, the commanding officer of PSPP will be responsible for conducting bi-annual reviews . The commanding officer will document their reviews in an annual memorandum. This memorandum will be submitted up the chain of command for approval by the Chief of Police. Should a deficiency in the process be found, the commanding officer of PSPP shall include the deficiency and proposed solution in their memorandum.

Remaining Recommendations
Re-orientation and Update

CRI "In Progress" Project Plans

PROJECT	OBJECTIVE
Tracking and Analyzing Arrests & Uses of Force	Records Management System National Incident Based Reporting System compliance Arrest System; Arrests analysis Use of Force data; Use of Force analysis
Data-Informed Personnel Development	Performance Evaluations Internal Affairs Tracking Discipline Review Board Early Intervention System (EIS)
Community Policing Annual Plans & Advisory Forums	Chief's Advisory Forums re-boot District Station Community Policing Annual Plans Community Policing Manual Community Policing Strategic Plan
Management Tools & Discipline Metrics/Reporting	Performance Evaluation Tools for supervisors to see positive and negative trends in individuals' work and adjust their work and training as needed.

Tracking and Analyzing Arrests & Uses of Force

| 20.1 | 20.2 | 20.3 | 20.4 | 21.1 | 22.1 |

CRI Objectives

Develop collection of electronic arrest data
Monthly audits of arrest data
Coordinate with SFSD to ensure accuracy of arrest data
Coordinate with research partner to determine causal factors
Collect / Analyze arrest data to identify patterns and trends
Improve UOF data collection

Achieved Through

RMS procurement and implementation
Analysis of arrest data
Collection of additional data points through newest policy
Analysis of new UOF data

Timeline & Status

Within 4 years

Milestone(s) accomplished

- **RFP issued.**
- **Responses received.**
- **Evaluation & selection completed.**
- **UOF data collection commenced.**

Upcoming Milestones

- **Finalize contract**
- **Begin project planning**

Data-Informed Personnel Development

| 28.1 | 28.4 | 28.5 | 30.3 | 30.4 | 35.3 | 79.1 | 79.2 | 79.3 |

CRI Objectives

Develop and implement a data dashboard to help supervisors identify members whose interactions with the community result in inequitable or disparate treatment of any specific community. Supervisors will use these data to correct or reinforce behaviors. Integrate the data into Performance Evaluations to ensure that they are completed, formally, for all members twice (2) a year. Articulate in policy that Performance Evaluations will be considered, among other factors, during the promotional process.

Achieved Through

Update and improvement of performance evaluation process and information provision.
Develop metrics and expected results in order to identify unusual data.
Training of supervisors as to what to look for and resulting proper actions.
Data collection and analysis.

Timeline & Status

Status Pending

Milestone(s) accomplished

Lieutenant assigned to project

Upcoming Milestones

- Get consensus with CRI partners on approach.
- Identify technology/system/company to build out data tool.

Community Policing Annual Plans & Advisory Forums

26.1	40.2	40.6	48.1	48.2

CRI Objectives

Reinvigorate Chief's Advisory Forums & develop annual reporting on issues raised.
Develop strategic plan to implement community policing practice.

Achieved Through

The publication of Community Policing Strategic Plans.
Demonstration of ability to schedule hold and regularly meet with Chief's Advisory Forums. A significant amount of work on these recommendations has been completed.
Further demonstration that, of issues identified during the Forums, they are being addressed or implemented.

In discussions with CADOJ, 26.1 & 40.6 were originally expected to reach substantial compliance. However, given the suspension of community meetings and most engagement activities during the COVID 19 pandemic, CADOJ wished to monitor and review this activity once normal activities returned.

Timeline & Status	**Milestone(s) Accomplished**	**Upcoming Milestones**
Within 2 Years	Annual CP Strategic Plans at District Stations throughout the Department	• Hiring of professional personnel. • Publication of CP Manual.

Management Tools & Discipline Metrics/Reporting

| 68.1 | 69.2 | 69.3 |

CRI Objectives

Develop technology that allows the SFPD to utilize current data in a consistent, easily accessible format to make real time data driven decision regarding officer performance and practices.
Develop committee to review internal discipline on a Quarterly basis to ensure fairness and impartiality
Annual report to the Police Commission on outcome of committee's determinations and recommendations.

Achieved Through

Documentation of uses of data for the purposes of operations.
Discipline Review Board (DRB) report and discussion
Quarterly IAD discipline analysis and presentation to Police Commission
Implementation of DRB feedback
Implementation of feedback from Commission

Timeline & Status

Within 18 months

Milestone(s) accomplished

Ops data – CFS; shooting reviews; crime trends meetings.
Discipline data - Report developed; Commission presentation made.

Upcoming milestones

Finalization of management dashboard; personnel development program (slide 8). Documentation of feedback; demonstration of report, metrics, and/or process improvements.

Stand-alone Recommendations

PROJECT	OBJECTIVE	STATUS & TIMELINE
Recommendation: 55.2	Develop and report aggregate data regarding complaints against Department members, their outcome, and trends in complaints and misconduct for both internal and external publication.	Data preparation complete; draft reporting developed; Within 12 months
Recommendations: 39.1 / 41.1	Develop a comprehensive organizational strategic plan with supporting plans for the key reform specifically directed at community policing. Develop community policing and problem-solving manual.	Strategic Plans all developed, as well as an ongoing, more nimble strategic approach Within 2 years
Recommendation: 1.1	Review and understand the reasons for the disparate use of deadly force. Partner with a research institution to evaluate the circumstances that give rise to deadly force, particularly those involving persons of color.	Internal qualitative academic-level research plan developed, Lit review and background research underway. Within 12 months

Thank you.

Any questions?