

# Collaborative Reform Initiative: Quarterly Update



**CITY & COUNTY OF SAN FRANCISCO**

Police Department

February 15, 2023

# 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
<b>Total</b>	<b>272</b>	<b>245</b>	<b>27</b>

## Sustainability Accomplishments-2022

### January 1 – February 28:

- General review of Use of Force recommendations
- Begin collection of previous year annual reporting requirements

### March 1 – April 30

- General review of Bias recommendations
- Begin collection of documentation for Quarterly review of current year sustainability initiative

### May 1 – June 30

- General review of Accountability recommendations
- Begin collection of documentation for Quarterly review of current year's sustainability initiative

### July 1 – August 31

- General review of Community Policing recommendations
- Begin collection of documentation for Quarterly review of current year's sustainability initiative
- Begin collection of Bi-annual Documentation

# Sustainability Accomplishments-2022

(continued)

## September 1 – October 31

- General review of Recruitment recommendations
- Begin collection of documentation for Quarterly review of current year sustainability initiative

## October 31 – December 31

- Commanding Officer of PSPP conducts reviews to ensure targeted and general reviews are taking place.
- Begin collection of annual documentation.

# Collaborative Partnership Redesign

New phase for all partners – devised approach together:

- ✓ Jensen Hughes (formerly Hillard Heintze) scope, deliverables, and budget negotiated; contract finalized.
- ✓ Level of participation determined → one collective team:
  - ✓ CRI partners (Cal DOJ and Jensen Hughes) met with each Executive Sponsors for the remaining objectives to discuss preparatory work conducted over the past year.
  - ✓ CRI partner meetings regarding proposed project plans and Key Project Milestones
  - Beginning technical guidance calls and working sessions this week.

# CRI “In Progress” Project Plans

## PROJECT

## OBJECTIVE

**Tracking and Analyzing Arrests & Uses of Force**

Records Management System  
Arrest tracking and analysis  
Use of Force data and analysis

**Data-Informed Personnel Development**

Performance Evaluations  
Supervisory resources to inform coaching and development of personnel, including data showing outcomes by demographics

**Community Policing Annual Plans & Advisory Forums**

Chief’s Advisory Forums re-boot  
Community Policing Manual and Annual Department and Unit level Strategic Plans

**Management Tools & Discipline Metrics/Reporting**

Discipline Review Board  
Internal Affairs Tracking  
Early Intervention System (EIS)

## Tracking and Analyzing Arrests & Uses of Force

### Six Recommendations

#### CRI Objectives

- Develop collection of electronic arrest data
- Monthly audits 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
- On Target

#### Milestone(s) accomplished

- CRI partner meeting to outline and refine approach
- Contract negotiated & signed
- Vendor identified for data collection
- Analysts in backgrounds

#### Upcoming Milestones

- UOF data evaluation & improvement
- Budget Proposal: year two RMS funding
- Vetting/coding UoF data using current 5.01 requirements
- Work with partners to determine impact of RMS implementation and NIBRS compliance

## Data-Informed Personnel Development

### Nine Recommendations

#### CRI Objectives

- Develop and implement a data dashboard to integrate workload data into Performance Evaluations. Ensure that they are completed, formally, for all members twice (2) a year.
- Supervisors will use these data and other indicators to inform a review of assigned work and community interactions to coach officers, to improve or affirm work performance, and address inequitable or disparate treatment of any specific community.
- 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
- On Target

#### Milestone(s) accomplished

- CRI partner meeting to outline and refine approach
- Vendor identified for metrics & dashboard

#### Upcoming Milestones

- Budget proposal: contract enhancements
- Refining and developing work scope of contractor analytical efforts
- Refining and developing work scope of contractor's interface work.



## Community Policing Annual Plans & Advisory Forums

### Five Recommendations

#### 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

- Within 2 Years
- On Target

#### Milestone(s) Accomplished

- CRI partner meeting to outline and refine approach
- Draft Chief’s Advisory Forum Manual shared with CRI partners
- Draft Chief’s Advisory Forum Manual shared with DPA

#### Upcoming Milestones

- Community Engagement Division collaborating with Center for Policing Equity regarding departmentwide annual plans

## Management Tools & Discipline Metrics/Reporting

### Three Recommendations

#### 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 ops purposes.
- 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
- On Target

#### Milestone(s) accomplished

- CRI partner meeting to outline and refine approach
- Analyst identified
- Committee identified

#### Upcoming milestones

- Committee to identify and track metrics
- Budget proposal: contract enhancements
- Budget proposal: analysts

# Stand-alone Recommendations

## PROJECT

## OBJECTIVE

## STATUS/UPCOMING

**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.

Discuss with CRI partners recently developed IAD & DPA reports to determine improvements.

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.

CP Manual 2<sup>nd</sup> edition draft forwarded to DPA

Discuss with CRI partners the Department's Strategic Plans & Manuals for these recs.

Develop community policing and problem-solving manual.

Within 2 years

**Recommendation:  
1.1**

Review and understand the reasons for the disparate use of deadly force.

Qualitative research plan pending approval/review protocol underway

Partner with a research institution to evaluate the circumstances that give rise to deadly force, particularly those involving persons of color.

Delayed to 18 months

## 2023 Preview

- Budget proposals
  - Analysts
  - Technology project funding (RMS year 2)
  - Non-personnel services (technology subscriptions and contract enhancements)
- CRI partners monitoring final stage
  - Quarterly CRI partner calls begin
  - Monthly Implementation progress working sessions begin
  - Site visit from Jensen Hughes
- Finalize timeline, scope, and progress metrics for final report

Thank you.

---

Any questions?

