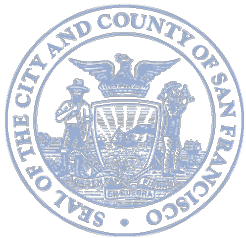# COLLABORATIVE REFORM INITIATIVE

POLICE COMMISSION
QUARTERLY UPDATE

SAN FRANCISCO POLICE DEPARTMENT
CITY & COUNTY OF SAN FRANCISCO

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**

SUSTAINABILITY ANNUAL TIMELINE

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 ANNUAL TIMELINE
(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 OVERVIEW

- Monthly working sessions along with Bi-monthly technical guidance calls between CRI team & Cal DOJ/Jensen Hughes
- Quarterly CRI partner calls (Cal DOJ-Jensen Hughes-DPA-SFPD)
- Chief's monthly meeting with Executive Sponsors
- Bi-weekly internal CRI Team meetings
- Bi-weekly meetings between Executive Director, Executive Sponsors & Command Staff

- Site visit with Jensen Hughes end of September:
  - Progress report on project plans
  - Consultation of milestones achieved
  - Meetings with objective team leads
  - Meeting with Chief Scott
  - Meeting with DPA

CRI "IN PROGRESS" PROJECT PLANS

PROJECTS	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 • Supervisorial resources to inform coaching and development of personnel, including data showing outcomes by demographics
Community Policing Annual Plans & Advisory Forums	• Re-establish Chief's Community Advisory Forum in line with best practices
Management Tools & Discipline Metrics/Reporting	• Discipline Review Board • Internal Affairs Quarterly Tracking Report • Integrate the Office of Equity and Inclusion (OEI)

TRACKING AND ANALYZING ARRESTS & USES OF FORCE

Six Recommendations

CRI Objectives

- Develop collection of electronic arrest data
- Regular 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

Milestone(s) accomplished

- Project plan finalized
- Timelines established
- Data collection and Audits started

Upcoming Milestones

- Establish audit review requirements
- Signed continued engagement MOU with Center for Police Equity
- Drafting of CRI response

DATA-INFORMED PERSONNEL DEVELOPMENT

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 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.

Milestone(s) accomplished

- Stop Data Form collection commenced
- Refining and developing work scope of contractor analytical efforts

Upcoming Milestones

- Refining and developing work scope of contractor's interface work.
- Analysis of Stop Data provided by vendor.

COMMUNITY POLICING ANNUAL PLANS & ADVISORY FORUMS

THREE Recommendations

CRI Objectives

- Reinvigorate Chief's Community Advisory Forums (CCPAF)
- Develop annual reporting and tracking on issues raised.
- Align CCPAF with best practices

Achieved Through

- Demonstration of ability to schedule hold and regularly meet with Chief's Advisory
- Encourage CCPAF members to provide input on department policy
- Demonstration of response of issues identified during the forum meetings
- Evidence of annual reporting and measurement process for CCPAF

Milestone(s) Accomplished

- Chief approved "Chief's Directive" for CCPAF
- Chief approved CCPAF application for community member selection into the CCPAF
- CCPAF application developed and approved

Upcoming Milestones

- Sharing of "Chief's Directive" with CRI partners
- Department Notice announcing updated direction of CCPAF with department members
- Posting CCPAF application on department website
- First quarterly CCPAF meeting under new format
- Audit of "598" forms from meetings

MANAGEMENT TOOLS & DISCIPLINE METRICS / REPORTING

TWO Recommendations

CRI Objectives

- Establish committee to identify data to examine fair and impartial discipline
- Ensure committee examines the discipline data quarterly to identify trends or potential biases in discipline outcomes imposed on Officers.

Achieved Through

- Utilize Discipline Review Board (DRB) as committee
- Adding the Office of Equity & Inclusion (OEI) unit as oversite component
- Establishing methodology that guides OIE Unit
- OEI to collaborate with SFPD Internal Affairs analyst to identify metrics, capture data.
- Generate quarterly report surrounding discipline outcomes and any identified potential bias from those outcomes
- OEI presents findings to DRB quarterly with corrective recommendations

Milestone(s) accomplished

- CRI partner meeting to outline and refine approach
- First report provided to committee
- OEI Report presented at DRB meeting

Upcoming milestones

- Committee to provide feedback metrics
- Develop revised report for continuous improvement

SIX INDEPENDENT RECOMMENDATIONS

PROJECT	OBJECTIVE	STATUS/UPCOMING
Recommendation: 55.2 (accountability)	• Develop and report aggregate data regarding complaints against Department members, their outcome, and trends in complaints and misconduct for both internal and external publication.	• Set to pre-screen on 9/19
Recommendations: 39.1/40.2 (community policing)	• Utilize strategy 1.0 as a foundation for all department-wide strategic planning efforts	• Set to pre-screen on 9/19 • Chief's video to be released simultaneous with new PowerDMS tab for strategic planning
Recommendation: 40.6 (community policing)	• Establish external review committees and meetings in alignment with DGO 1.08 (Community Policing)	• Set first meeting and make up the committees • Review department's overall efforts on Community Policing & Problem Solving • Develop new ideas and strategies in partnership with community.

SIX INDEPENDENT RECOMMENDATIONS

PROJECT	OBJECTIVE	STATUS/UPCOMING
Recommendation: 41.1 (community policing)	• Update Community Policing & Problem-Solving manual based on best practices	• Manual shared with DPA • Response to DPA recommendations on manual
Recommendation: 1.1 (Use of Force)	• Review and understand the reasons for the disparate use of deadly force. • Evaluation of updated policies based on recommendations from external entities review of department operations.	• Review of reports and recommendations complete • Identified resources to document response

Questions?