



Strategic Reform Initiatives:

- Use of force
- Bias in policing
- Community oriented policing
- Organizational Accountability
- Personnel practices



COLLABORATIVE REFORM - CLOSE OF PHASE 3

- CADOJ Oversight
- Jensen Hughes monitor and report
- Three Reports tracking progress
 - Final Report delivered February 2022
 - Key outcome improved policy, practice and training for use of force



Current Reform Focus

- Work under the current reform program began September 2022
- Five projects plans with delivery timelines concluding April 2024
- Sustainability review for completed recommendations
- Independent monitoring, review, and reporting on the Department's ongoing transformation



Use of Force – Two Project Plans (1&2)

Reccs 20.1,20.2, 20.3, 20.4, 21.2, 22.1

- Data reconciliation and ongoing analysis
- Further enforces the commitment to use of force proportionate necessary

Sustainability

Model Policy and Practices

- Disengagement policy
- Field Tactics Force Options Unit (FTFO)



Project Plan 3 & 4 – Community Policing and Management

Reccs 26.1, 40.6, 48.1, 48.2, 28.1, 28.4, 28.5, 30.3, 30.4, 35.3, 68.1, 79.1, 79.2, and 79.3

Management Dashboard

- Officer actions and engagement will be visible and transparent to managers
- Focus on training, coaching and mentoring
- Forward vision, unique to SFPD

Promising

- Project Plans
- Management Dashboard
- Operational
- Sustainability

Challenges

- Resourcing
- >IT Completion

EMERGENCY 311

- > Timeline
- **>**Policy





Debra Kirby, JD MA Global Service Line Leader debra.kirby@jensenhughes.com

jensenhughes.com