

Overview

Department of Police Accountability Audit Division

CITY & COUNTY OF SAN FRANCISCO

Department of Police Accountability

Overview – DPA's Audit Division

What We Do: We conduct regular performance audits of the San Francisco Police Department

How We Do It: We follow government auditing standards (known as "Yellow Book")

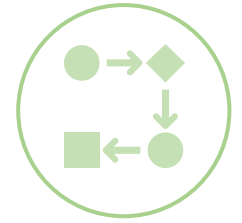
Why It Matters:

- Auditing can improve law enforcement's compliance with its own policies and can enhance the trust between law enforcement and the community
- Audits provide independent and objective feedback, and can introduce new knowledge, perspectives, tools, and approaches

Overview – Performance Auditing

- Performance audits provide **objective analysis**, findings, and conclusions to **assist management** and those charged with governance and oversight
- Identifies deficiencies and recommends enhancements to achieve **effective, efficient, economical, ethical, and equitable** outcomes
- Key elements of an audit finding: **Condition, Criteria, Cause, Effect, Recommendation(s)**

The Performance Audit Process



Overview

STEP 1

Select an audit topic



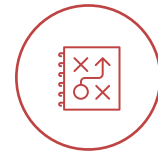
STEP 2

Design the audit



STEP 3

Conduct the audit



STEP 4

Develop findings



STEP 5

Write the report



Examples of Our Audit Work

SFPD's Use-of-Force

POLICY GRAY AREAS LED TO OFFICERS UNDERREPORTING AND OVERREPORTING FORCE

A few force incidents were underreported because officers misinterpreted when a control hold included an impact strong enough to qualify as a strike or whether to report pointing a firearm at a person next to the intended subject. SFPD's 2020 policy changes expand reporting in these two areas.



PROCESS WEAKNESSES LED TO UNDERCOUNTING AND OVERCOUNTING FORCE

SFPD should implement and improve control processes to ensure each use of force has all required documentation and an accurate record in the use-of-force database.

INADEQUATE DATA ANALYSIS LED TO MISSED OPPORTUNITIES FOR TRANSPARENCY AND DATA-DRIVEN DECISIONS

SFPD should use data to monitor compliance with policy, better understand factors contributing to using force, and gain insight into officer bias.



WEAK PUBLIC REPORTS HINDER TRANSPARENCY AND LIMIT INFORMATION AVAILABLE TO DECISION-MAKERS

SFPD should align public reports of use-of-force data with best practices to better meet stakeholder needs and comply with its policy requirements for use-of-force reporting.

SFPD's Investigations Involving First Amendment Activities



DGO 8.10's guidance on when the order applies to investigations is limited and not specific



2 officers did not receive required training prior to starting work in the Special Investigations Division



SFPD did not destroy records as required



SFPD did not provide the Police Commission with timely confirmation that there were no requests for DGO 8.10 investigations



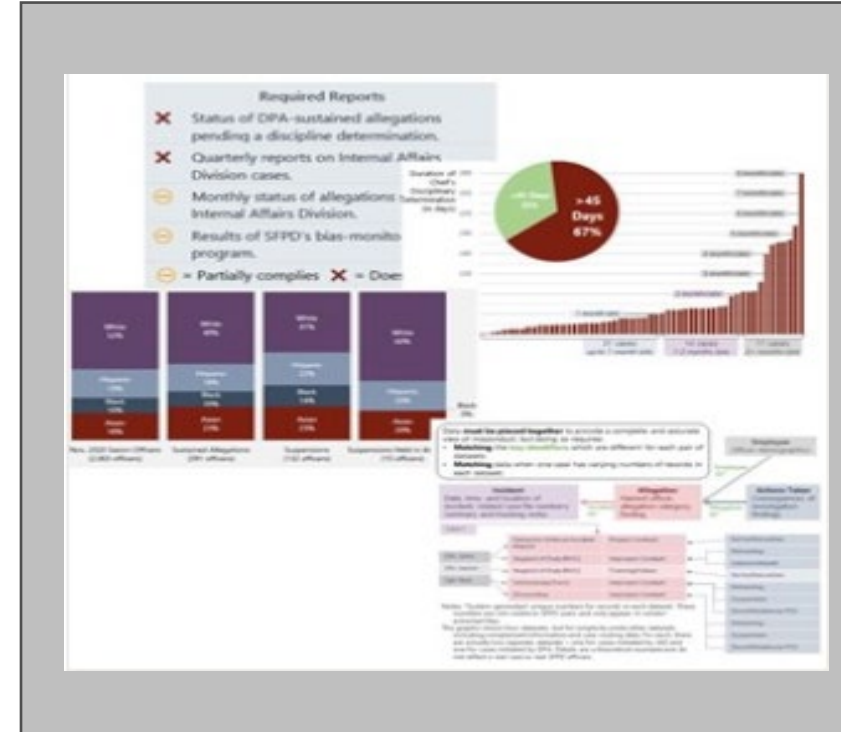
Operations plans do not consistently reference the source of First Amendment event information

Our Most Recent Work

Audit on SFPD's Handling of Officer Misconduct (issued 12/23)

Key Findings:

- *SFPD Needs to Improve Data and Policies to Ensure the Timely Investigation and Resolution of Misconduct*
- *SFPD Needs to Strengthen Its Approach to Handling Allegations of Officer Bias*
- *SFPD Needs Better Reporting to Meet Requirements and Strengthen Transparency*



Our Next Audit

Auditing the effectiveness of SFPD's processes for ensuring the accuracy and completeness of stop data.