

## Recommendation 39.1

Tanya Koshy [REDACTED]

Sun 7/21/2024 7:05 PM

To: Scott, William (POL) [REDACTED] McGuire, Catherine (POL) [REDACTED]

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Dear Chief Scott,

Our office has completed its review of the materials submitted by SFPD to demonstrate substantial compliance with Recommendation 39.1: The SFPD needs to develop a comprehensive organizational strategic plan with supporting plans for the key reform areas identified within this report specifically directed at community policing, bias, and maintaining diversity within the department.

For the following reasons, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

The foundational document demonstrating substantial compliance is Strategy 1.0, SFPD's overarching strategic plan, which it developed in 2018 with the help of an external firm. Using this plan as a guidepost, SFPD issued additional strategic plans, including a Community Policing Strategic Plan, a Bias-Free Policing Strategic Plan, and a Diversity Strategic Plan. SFPD has demonstrated that all of these plans were developed with the input and collaboration of a wide range of stakeholders and with best practices gleaned from other agencies in mind.

Since Jenson Hughes issued a Request for Information to SFPD in January, 2024 specifically for Compliance Measure 5, SFPD has demonstrated that it has conducted reviews to ensure the effectiveness of its strategic plans. For example, the Professional Standards and Principled Policing Unit issued Unit Orders 22-01 and 24-01, and under these Unit Orders, documents produced during the Collaborative Reform Initiative—including these strategic plans—will be monitored annually. This, along with other examples provided by SFPD, sufficient for purposes of DOJ's review to demonstrate a review of strategic plans. However, as Chief Scott has aptly observed, while Strategy 1.0 is still relevant, there is a broader need in the future for a review process for all strategic plans. Indeed, Strategy 1.0 is now six years old and, as such, there is a need to consider the development of a new overarching strategic plan in the coming years. But such a need is outside of the DOJ's review and will be the responsibility of internal and external stakeholders to ensure such planning takes place.

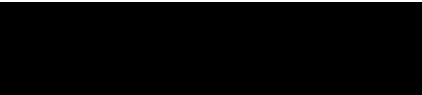
If you have any questions, please do not hesitate to reach out.

Thank you,

Tanya Koshy

Tanya Koshy (she/her)  
Deputy Attorney General  
Police Practices Section  
California Department of Justice





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**Finding  
# 39**

**The SFPD does not have a department-wide strategic plan that articulates a mission and identifies the goals and objectives necessary to deliver overall policing services.**

**Rec # 39.1**

The SFPD needs to develop a comprehensive organizational strategic plan with supporting plans for the key reform areas identified within this report specifically directed at community policing, bias, and maintaining diversity within the department.

**Recommendation Status**

**Complete**  
Not Started

**Partially Complete**  
No Assessment

**In Progress**

**Summary**

The San Francisco Police Department developed three strategic initiatives to demonstrate compliance with the requirements of this recommendation.

DGO 1.08 Community Policing incorporates the department's Community Policing Strategic Plan and establishes the Community Policing and Problem-Solving Implementation Committee and the Community Policing and Problem-Solving Oversight Committee, both of which meet regularly to ensure the department receives input from the community and external stakeholders, a key component of contemporary community practices.

The department developed DGO 5.17 and the Bias Free Policing Strategic Plan to support its primary goal of eliminating systemic, institutional, and individual bias within the department. The strategic plan was developed with input from department members, community members, and key stakeholders, including the Police Commission, Department of Police Accountability, Public Defender's Office, San Francisco Bar Association, San Francisco Youth Commission, and the League of Women Voters. This collaborative effort informed practices the department will use to successfully address bias, implicit bias, and bias by proxy.

The Office of Equity and Inclusion (OEI) was established (2021) to guide implementation of the Diversity Strategic Plan, promulgated October 2020. The OEI will assist in educating department members on policy and contemporary practices on racial equity and inclusion, department and City of San Francisco policy, and state and federal Equal Employment Opportunity (EEO) laws. The department's strategic approach to ensuring equity and inclusion for all members is consistent with contemporary practices in the law enforcement profession.

In 2023, Chief William Scott recast Strategy 1.0, the department's strategic vision for ensuring the strategic plans are fully implemented. Thus far, department audits and reviews have focused on ensuring practices, including regular meetings, have resumed after being interrupted by the national public health disruption. Moving forward, Strategy 1.0 and the strategic plans include the audit capability to evaluate the efficacy of the plans in meeting their intended goals, which is integral for ensuring they are institutionalized within the agency.

Compliance Measures		Status/Measure Met
1	Evidence of comprehensive organizational strategic plan that is informed by contemporary police practices.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Includes plan for addressing community policing that is informed by contemporary policing practices.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Includes plan for addressing bias that is informed by contemporary practices.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Includes plan for addressing department diversity that is informed by contemporary best practices	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
5	Review or audit to ensure plans are implemented and evaluate to effectiveness..	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

<b>Finding # 39</b>	<b>The SFPD does not have a department-wide strategic plan that articulates a mission and identifies the goals and objectives necessary to deliver overall policing services.</b>
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<b>Recommendation # 39.1</b>	<b>The SFPD needs to develop a comprehensive organizational strategic plan with supporting plans for the key reform areas identified within this report specifically directed at community policing, bias, and maintaining diversity within the department.</b>
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Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

**Summary**

The San Francisco Police Department has identified its work in support of its Community Policing Strategic Plan. Jensen Hughes' assessment confirms the department has made substantial progress in meeting this recommendation. The department should provide an appropriate response to the address the compliance measures as described below;:

**Compliance Measure 1:** Attachment 10 – Strategy 1.0 – is dated 2018; does SFPD have plans to update and revise this content? Page 14 identifies laying the groundwork for SFPD 2025 but what work is being done in the interim? The landscape in policing has changed especially in light of the 2020 protests nationally, so what is SFPD doing differently now vs. 2018?

**Compliance Measure 2:** Supporting documentation presents evidence of 2018 formation, which is too dated for 2023/2024 validation and needs updating to reflect review of contemporary practices. The chronological provides a record of department actions beginning in 2022 – consider using this to refresh or as a substitute for the Executive Summary.

**Compliance Measure 3:** Data included is from 2019 to 2022 and needs updating to identifying recent contemporary practices considered.

**Compliance Measure 4:** Supporting documentation relies on 2019 opinions and needs updating to reflect contemporary actions.

**Compliance Measure 5:** Audit records are missing supporting documentation and must include records related to meetings – agendas, notes, action items, etc.

Compliance Measures		Status/Measure Met
1	Evidence of comprehensive organizational strategic plan that is informed by contemporary police practices.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Includes plan for addressing community policing that is informed by contemporary policing practices.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Includes plan for addressing bias that is informed by contemporary practices.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

4	Includes plan for addressing department diversity that is informed by contemporary best practices.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
5	Review or audit to ensure plans are implemented and to evaluate effectiveness.	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> N/A

**Administrative Issues**

**Compliance Issues**

**Supplemental Document Request**

Requested Documents	Responsive Document(s) and Why
List required documentation to move an RFI from other status to Complete here.	Documents:
	Relevance:



## **Collaborative Reform Completion Memorandum**

### **Finding #39:**

The SFPD does not have a department-wide strategic plan that articulates a mission and identifies the goals and objectives necessary to deliver overall policing services.

### **Recommendation # 39.1**

The SFPD needs to develop a comprehensive organizational strategic plan with supporting plans for the key reform areas identified within this report specifically directed at community policing, bias, and maintaining diversity within the department.

**Response Date: 03/27/2024**

### **Executive Summary:**

Beginning in the “summer of 2017, the San Francisco Police Department (SFPD) set out to define its strategy” (Strategy 1.0, 2018, p.2). The SFPD focused on investing in an organizational strategic plan that articulated a mission and identified the goals and objectives necessary to improve the department, hence Strategy 1.0 (Attachment 1: Strategy 1.0). As stated in Strategy 1.0, “the purpose of this strategic plan is to clearly articulate our priorities so that our members and our community understand our commitment to these important issues (2018, p.1). As such, the Department expanded on this recommendation (#39.1) of a single comprehensive organizational strategic plan and produced multiple strategic plans that focused on specific key reform areas. “The strategy outlined in this document (Strategy 1.0) will guide the Department over the next several years. It will become embedded in the way the Department recruits, rewards, operates and communicates” (Strategy 1.0, 2018, p.12). Additionally, Hillard Heintze, now Jensen Hughes, acknowledged the Department’s vision of focusing on multiple key reform areas as stated in their review of Recommendation 39.3 (Attachment 2: Hillard Heintze File Review Recommendation # 39.3).

In February 2018, the SFPD published Strategy 1.0, which is an organizational strategic plan. As a result of Strategy 1.0, the SFPD developed and created multiple strategic plans and policy by utilizing Strategy 1.0 as a baseline and framework for the development and creation of the following:

- Community Policing Strategic Plan (published Oct. 2018) (Attachment 3: Community Policing Strategic Plan)
- Diversity Strategic Plan (published Oct. 2020) (Attachment 4: Diversity Strategic Plan)



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- Racial Equity & Inclusion Action Plan (REAP) (published Dec. 2020) (Attachment 5: Racial Equity & Inclusion Action Plan (REAP))
- Department General Order (DGO) 1.08 – Community Policing (published Feb. 2021) (Attachment 6: Department General Order 1.08 – Community Policing)
- Bias-Free Policing Strategic Plan (published Jun. 2021) (Attachment 7: Bias-Free Policing Strategic Plan)

The SFPD has worked diligently to address the challenges police departments have faced throughout the nation. Strategy 1.0, the Community Policing Strategic Plan, the Diversity Strategic Plan, REAP, DGO 1.08, and the Bias-Free Policing Strategic Plan were created with these challenges in mind. While creating these policies and plans, SFPD utilized Strategy 1.0 as the backbone and framework for their development. The SFPD simultaneously considered the multiple diverse communities in San Francisco in each phase of the plans and policy. Contemporary police practices were sought out, analyzed, and considered. Additionally, interviews, document reviews, and both internal and external stakeholders' input were utilized during the creation of these strategic plans and DGO 1.08. The SFPD was transparent when priorities were established and set measurable action steps that are clearly defined.

NOTE: The SFPD completed a Technical Assistance meeting with the California Department of Justice and Jensen Hughes on April 26, 2023, prior to submission of recommendation 39.1. During this meeting, the following suggestions were made (Attachment 8: Email from 05/02/2023 – CRI Prescreen Meeting Notes for Recommendations 39.1 and 40.2) and have been addressed throughout this recommendation:

The SFPD needs to develop a comprehensive organizational strategic plan with supporting plans for the key reform areas identified within this report specifically directed at community policing, bias, and maintaining diversity within the department.

Cal DOJ suggested that instead of citing to Cal DOJ's prior substantial compliance email, SFPD could cite to the underlying document that demonstrates SFPD's actions. Cal DOJ also suggested adding a little more detail when SFPD says "best practice review" about what that review entailed, as several compliance measures specify "informed by contemporary police practices." Jensen Hughes and Cal DOJ requested that SFPD check to make sure that the information and policies are the most current. Jensen Hughes requested more information about how the separate strategic plans tie together, which may mean expanding on Strategy 1.0. SFPD volunteered that it may try to show commitment to how these plans work together through a Chief's message. Jensen Hughes requested that SFPD add attachments to the technical assistance submission for the next review so that they





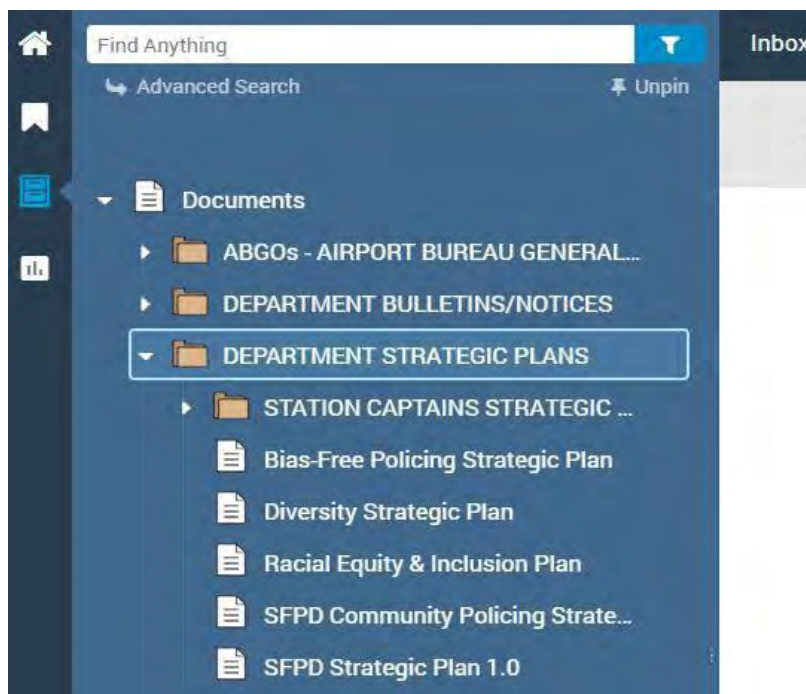
## Collaborative Reform Completion Memorandum

can see Strategy 1.0 and other documents that tie strategic plans together.

Today, in 2024, the Department continues to be connected to Strategy 1.0. To reiterate this message, Chief William Scott created a video to re-launch Strategy 1.0. On September 15, 2023, the video was released via a Department Notice (**Attachment 9: Department Notice: Chief's Video message on Strategic Planning and new Department Strategic Plans tab in PowerDMS**). In Chief Scott's video message, he stated,

Strategy 1.0 has served as the lens through which SFPD views and prioritizes change efforts. The framework established in Strategy 1.0 has become embedded in the way the Department recruits, rewards, and promotes personnel. It is also represented in our operations and communications. It is reflected in our annual planning and prioritization process. And, in order to ensure we have the resources available for success in these endeavors, we have aligned our budget requests to Strategy 1.0 (Chief's Video on Strategic Planning, 2023).

The Department Notice also communicated the connection between Strategy 1.0 and all the strategic plans, and announced a new tab in Power DMS, "Department Strategic Plans", that all members can use to revisit the plans.





## Collaborative Reform Completion Memorandum

NOTE: On January 17, 2024, Recommendation 39.1 was returned to the SFPD by Jensen Hughes for further information (RFI). The following suggestions were made and have been addressed throughout this recommendation: (Attachment 10: Email on 01/17/2024 – Jensen Hughes External Review via an RFI for Recommendations 39.1).

*The San Francisco Police Department has identified its work in support of its Community Policing Strategic Plan. Jensen Hughes' assessment confirms the department has made substantial progress in meeting this recommendation. The department should provide an appropriate response to the address the compliance measures as described below:*

**Compliance Measure 1:** *Attachment 10 – Strategy 1.0 – is dated 2018; does SFPD have plans to update and revise this content? Page 14 identifies laying the groundwork for SFPD 2025 but what work is being done in the interim? The landscape in policing has changed especially in light of the 2020 protests nationally, so what is SFPD doing differently now vs. 2018?*

**Compliance Measure 2:** *Supporting documentation presents evidence of 2018 formation, which is too dated for 2023/2024 validation and needs updating to reflect review of contemporary practices. The chronological provides a record of department actions beginning in 2022 – consider using this to refresh or as a substitute for the Executive Summary.*

**Compliance Measure 3:** *Data included is from 2019 to 2022 and needs updating to identifying recent contemporary practices considered.*

**Compliance Measure 4:** *Supporting documentation relies on 2019 opinions and needs updating to reflect contemporary actions.*

**Compliance Measure 5:** *Audit records are missing supporting documentation and must include records related to meetings – agendas, notes, action items, etc.*

### **Compliance Measures:**



## Collaborative Reform Completion Memorandum

### 1) Evidence of comprehensive organizational strategic plan that is informed by contemporary police practices.

In 2017, the SFPD collaborated with Price Waterhouse Coopers (PWC) and developed the department's strategic plan, Strategy 1.0. The purpose of this strategic plan is to clearly articulate our priorities so that our members and our community understand our commitment to these important issues. In addition to Strategy 1.0, SFPD has also created the Community Policing Strategic Plan, the Bias-Free Policing Strategic Plan, the Diversity Strategic Plan, REAP, and DGO 1.08.

The ideal strategic planning process includes a survey or engagement of many-hundreds of stakeholder members, including community input focus groups and a community-based input committee, with other committees in other configurations also providing input. These committees, combined with internal input and surveying, best practices review, and other data and information, require specialized expertise to navigate. The SFPD dedicated a significant amount of time and resources in the development of these plans to ensure they included goals and objectives, metrics, and deliverables.

The SFPD has worked to develop an inclusive, forward-looking strategic plan that will ensure that the Department is ready and equipped to meet the challenges of modern urban policing and earn the trust and respect of our communities. The Department began by taking a lay of the land, conducting interviews and reviewing documents from a broad peer set to understand best practices of leading public sector departments across the country (**Attachment 11: SFPD Strategy 1.0 / Extended Draft – Internal Use, 2018, p. 16-22**). These insights informed both our strategic planning process and the outputs. SFPD reviewed a wide-ranging set of materials including, but not limited to, the listing below (please refer to SFPD "Strategy 1.0" for additional information):

- More than 10 peer departments' strategic plans such as Denver PD, Oakland PD, Seattle PD, and Los Angeles PD
- 21st Century Policing report
- DOJ COPS Initial Assessment
- PERF website and Guiding Principles on Use of Force
- Crime metrics, stats, and trends from departments around the country
- Police Foundation's Executive Brief
- City publications such as the SF Department of Homelessness and Supporting Housing Plan
- Justice Sector Institutional Strengthening Project

SFPD also conducted informational meetings and interviews with those who have undergone similar strategic planning exercises (**Attachment 11: SFPD Strategy 1.0 / Extended Draft – Internal Use, 2018, p. 16-22**). We held meetings and interviews with the following individuals, groups, and agencies:

- Assistant Chief of the Oakland PD



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- Former Chief of the Pittsburgh PD
- Chief of the Gardena PD
- Denver PD
- SF Municipal Transportation Agency
- San Jose Police Foundation
- Hetty Group
- Former Assistant Director for Intelligence at the U.S. Immigration and Customs Enforcement and the Homeland Security Investigations
- Former Chief Policy Advisory of Science and Technology at the FBI

With existing internal resources, a pro-bono engagement with PWC, partnership with the San Francisco Controller's Office and Executive Sponsor Working Groups, a comprehensive vision for the future of SFPD has been established. As a result, SFPD has developed multiple strategic plans targeting specific key reform areas, a strategic framework (Strategy 1.0), and a process for annual planning that articulates the vision and meets the needs that strategic planning requires.

SFPD established committees to work on or guide the development of each of the plans listed above and, in some cases, plans may have had several committees. The Community Policing Strategic Plan included a three-pronged input process – from representatives of community-based organizations (intended to represent perspectives from a variety of cross-sections of the community), from the members of the Community Policing Executive Sponsor Working Group (ESWG), and from Department Members. This effort truly embodied and advanced the “Collaborate” Strategic Cluster. As evidence of these ESWGs and various committees convened and collaborated, the SFPD Strategy 1.0 Extended Draft (Internal Use) dated January 25, 2018, was created (Attachment 11: SFPD Strategy 1.0 / Extended Draft – Internal Use, 2018).

Harvested through the strategic process of Strategy 1.0 was our strategy statement and five strategic initiatives to drive the near-term priorities, as well as the long-term goals of the Department. These initiatives will encompass ongoing efforts and help prioritize future initiatives.

### **SFPD's Strategy Statement**

SFPD stands for safety with respect for all. We will:

Engage in just, transparent, unbiased, and responsive policing. Do so in the spirit of dignity and in collaboration with the community. Maintain and build trust and respect as the guardian of constitutional and human rights.

To deliver on the promise of the strategy, five high-level initiative clusters were identified — encompassing much of the Department's ongoing work, as well as directing the development and prioritization of future initiatives.

### **Five Strategic Initiative Clusters**

- **Collaborate:** Build strong partnerships with the community and City agencies for addressing community-wide challenges that impact “safety with respect”.



## Collaborative Reform Completion Memorandum

- **Improve Responsiveness:** Improve ability to respond in a timely, informed, unbiased and procedurally just way, and work towards a collaborative resolution.
- **Measure and Communicate:** Align on a shared vision and transparent way of measuring “safety with respect” in order to work better with each other and our community.
- **Strengthen the Department:** Instill “safety with respect” into how we organize, evaluate performance, recruit, train, promote, reward, deploy and lead the SFPD.
- **Define the Future:** Develop a future-focused, longer-term strategic plan (Strategy 2.0) for a more modern, evolving, and inclusive SFPD with input from internal and external stakeholders.

NOTE: On January 17, 2024, Recommendation 39.1 was returned to the SFPD by Jensen Hughes for further information (RFI). The following suggestions were made and have been addressed throughout this recommendation: (Attachment 10: Email on 01/17/2024 – Jensen Hughes External Review via an RFI for Recommendations 39.1).

***Compliance Measure 1:** Attachment 10 – Strategy 1.0 – is dated 2018; does SFPD have plans to update and revise this content? Page 14 identifies laying the groundwork for SFPD 2025 but what work is being done in the interim? The landscape in policing has changed especially in light of the 2020 protests nationally, so what is SFPD doing differently now vs. 2018?*

Since 2018 SFPD has created the Diversity Strategic Plan (published 10/2020), the Racial Equity & Inclusion Plan (published 12/2020), DGO 1.08 (published 02/2021), and the Bias-Free Policing Strategic Plan (published 06/2021). In September 2023, SFPD released a Chief’s Video Message to communicate the department’s commitment to Strategy 1.0 via the department’s multiple strategic plans.

Recently, in 2023, SFPD transitioned from the steering committees to the Internal Review Committee and the External Review Committees, which was codified in DGO 1.08. Currently, the Department’s Internal Review Committee and both External Review Committees (Community Policing and Problem Solving Implementation Committee, and the Community Policing and Problem Solving Oversight Committee) are meeting regularly. As evidence of these meetings occurring, a memo and agendas are provided (Attachment 12: Memo – Internal Review Committee Meeting from A/Commander. Pera to A.C. Lazar, Attachment 13: Agendas – Implementation Committee Meetings, Attachment 14: Agendas – Oversight Committee Meetings).

In June of 2023, Chief Scott re-engaged and reviewed Strategy 1.0 to assess its relevance with the current vision of the SFPD. The Chief met and discussed Department Strategic Plans overall with the Executive Director of the Strategic Management Bureau (SMB). The Chief determined that Strategy 1.0 is still relevant today, but that a review process would need to occur in the coming years for all strategic plans.



## **Collaborative Reform Completion Memorandum**

With the consultation and recommendation from Jensen Hughes, SFPD planned to reiterate Strategy 1.0 via a Chief's video message, which was released on 09/15/2023 via DN - Chief's video on Strategic Planning & New PowerDMS tab for Strategic Planning (**Attachment 9**). In the video Chief Scott stated,

Strategy 1.0 has guided the Department since 2018, and with its lasting relevance will continue to do so. The supporting topic-focused strategic plans provide a more detailed roadmap that sustains SFPD's status as a role model for policing. They will serve as inputs to our annual planning processes in the coming years (Chief's Video on Strategic Planning, 2023).

The message communicated the importance of Strategy 1.0 (published 02/2018) and how it was and is the framework for multiple new department strategic plans, and policies listed below:

- Community Policing Plan (published 10/2018)
- Diversity Strategic Plan (published 10/2020)
- REAP (published 12/2020)
- DGO 1.08 (published 02/2021)
- Bias-Free Policing Strategic Plan (published 06/2021)

After meeting with Chief Scott to discuss the future of strategic planning, the Executive Director of the SMB held a detailed planning meeting related to the review of Strategy 1.0 with SMB staff (**Attachment 15: SMB Strategy 1.0 review meeting notes**). While Strategy 1.0 accurately represents the department's plan for today, the SFPD recognized the need for policy surrounding how all strategic plans will be reviewed. The Executive Director of the SMB then issued a Unit Order to the Professional Standards and Principled Policing Unit (PSPPU) in March of 2024. This Unit Order was set forth and codified policy for the review process for Department Strategic Plans (**Attachment 16: PSPPU Unit Order 24-02 – Department Strategic Plans Review & Revision Directive**). This Unit Order directs PSPPU to review all strategic plans at set intervals.

### **2) Includes plan for addressing community policing that is informed by contemporary police practices.**

Using Strategy 1.0 as a guide, the SFPD developed a new strategic plan focused on Community Policing. The SFPD Community Policing Strategic Plan was developed by an Executive Sponsor Working Group (ESWG) comprised of community members and SFPD personnel (**Attachment 17: Community Policing ESWG Membership – Appendix J, page J-1 of the Community Policing Strategic Plan**). The SFPD completed recommendation #40.1 (the Community Policing Strategic Plan) made by the US Department of Justice. The Community



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Policing Strategic Plan clearly identifies the department's vision, mission, and values statements for community policing in the SFPD, and was informed by contemporary police practices.

The development of the Community Policing Strategic Plan "was truly a collaborative effort, with approximately 100 community and SFPD members attending and contributing to at least one of the fifteen meetings held over a year of development" (SFPD Community Policing Strategic Plan, 2018, p.1) (Attachment 3). These individuals represent neighborhood interests, community organizations, advocacy groups, and city agencies, to name a few. Alike, as stated in the Police Commission Presentation dated October 07, 2020 - Community Policing and Problem Solving Department General Order (DGO) 1.08, on page 5 (Community Policing Strategic Plan Development), the "plan reflects outreach to over 500 representatives of organizations across the city and more than 100 sworn members of all ranks and assignments, 50 City employees and agencies that work with the Mayor's office on violence prevention, with 2,000 hours of research and analysis" (Attachment 18: Police Commission Presentation dated October 07, 2020 - Community Policing and Problem Solving Department General Order (DGO) 1.08, on page 5 (Community Policing Strategic Plan Development)).

In addition, Price Waterhouse Coopers (PWC) gathered input from focus groups with SFPD personnel, both professional and sworn (Attachment 11: SFPD Strategy 1.0 / Extended Draft – Internal Use, 2018, page 8 and 25). PWC also sought the input of the Executive Sponsor Working Groups developed under the Collaborative Reform Initiative (CRI), for Community Policing, Bias, and Recruitment and Retention. The membership for the Community Policing ESGW included many community members and is contained in Attachment #11 (Attachment 17: Community Policing ESGW Membership – Appendix J, page J-1, of the Community Policing Strategic Plan). The ESGW also identified additional contacts to survey as input to the Community Policing Strategic Plan. The process and methodology by which the survey recipients were identified can be found in Appendix F of the SFPD Community Policing Strategic Plan (Attachment 19: Appendix F of the SFPD Community Policing Strategic Plan). The work completed by, and input received from the Community Policing ESGW was vital to the completion of the Community Policing Strategic Plan and DGO 1.08. Furthermore, as stated in the SFPD Community Policing Strategic Plan,

Between Fall 2017 and Spring 2018, the ESGW developed the vision and values that define community policing for the SFPD, and the goals, objectives, and metrics to implement that vision. The ESGW supplemented their own experiences as officers and community members by reviewing national community policing best practices and obtaining feedback through surveys of SFPD members and community-based organizations. The San Francisco Controller's Office (Project Team) supported this important effort by designing the planning process, facilitating planning meetings, conducting research and analysis, and summarizing each phase of the planning process into the components of the Strategic Plan (2018, p.2).



## Collaborative Reform Completion Memorandum

Additionally, in Strategy 1.0, there are six strategic areas of focus that helped inform the SFPD's strategic initiatives. In which, these six strategic areas of focus had been utilized to help address community policing informed by contemporary police practices. These strategic initiatives were also included in the creation and development of the Community Policing Strategic Plan, as well as all other strategic plans and policy.

The six strategic areas of focus are:

1. **Public Safety: Safe Neighborhoods** — ensure public safety and reduce violent crimes, property crimes, and commuter collisions.
2. **Quality of Life: Homelessness and Behavioral Health Concerns** — collaborate with service providers to address root causes of homelessness and street violence, and improve officers' response to homelessness and those needing health services.
3. **Trust and Accountability: Reforms** — promote cultural change and police reform through DOJ recommendations and invest in long-range strategic planning with community input.
4. **Community Engagement: Partnerships and Outreach** — enhance the health and vibrancy of all our neighborhoods and engage the youth in a more coordinated effort.
5. **Measure Performance: Focus on Outcomes** — collect, store and analyze data to better serve our community and increase accountability and transparency.
6. **Diversity: Ensure a Diverse and Inclusive Workforce** — ensure the demographic makeup of members hired and promoted within the Department reflects the communities we service.

NOTE: On January 17, 2024, Recommendation 39.1 was returned to the SFPD by Jensen Hughes for further information (RFI). The following suggestions were made and have been addressed throughout this recommendation: (Attachment 10: Email on 01/17/2024 – Jensen Hughes External Review via an RFI for Recommendations 39.1).

***Compliance Measure 2:** Supporting documentation presents evidence of 2018 formation, which is too dated for 2023/2024 validation and needs updating to reflect review of contemporary practices. The chronological provides a record of department actions beginning in 2022 – consider using this to refresh or as a substitute for the Executive Summary.*

Following Strategy 1.0, the Department reviewed and revised the Community Policing policy (DGO 1.08) in February 2021. DGO 1.08 provides policy for addressing community policing for the Department. As of 2024, SFPD utilizes Chief's Community Police Advisory Forums (CCPAF), and both External Review Committees (Community Policing and Problem Solving Implementation Committee, and the Community Policing and Problem Solving Oversight Committee) for collaboration with internal and external stakeholders and community members.





## Collaborative Reform Completion Memorandum

CCPAF and both of the External Review Committees provide discussions on the following topics but are not limited to: SFPD's current engagement strategies, community policing and problem-solving plans and outcomes, developing new ideas or strategies, review of best practices, monitor progress and growth, and auditing of District Stations to ensure stations are meeting outcomes, effectiveness, and problem solving efforts. As evidence of these meetings occurring, agendas are provided (Attachment 20: Agendas for the CCPAF Meetings, Attachment 13: Agendas – Implementation Committee Meetings, Attachment 14: Agendas – Oversight Committee Meetings).

Moreover, the SFPD's Community Policing & Problem-Solving Manual has been updated and revised and went through simultaneous concurrence per DGO 3.01, on March 8, 2024. The Community Policing & Problem-Solving Manual draft with post concurrence edits has been provided to SFPD's Written Directives Unit (WDU) on March 13, 2024. WDU will review and make formatting edits, and the Manual will be presented to Chief Scott to review and approve before it gets sent to the Police Commission for calendaring.

### **3) Includes plan for addressing bias that is informed by contemporary police practices.**

In fall of 2019, the SFPD Executive Sponsor Working Group (ESWG) on Bias utilized Strategy 1.0 as the framework and baseline, and convened to develop a comprehensive strategy for the Department to address potential bias: Bias-Free Policing Strategic Plan (Attachment 7: Bias-Free Policing Strategic Plan). The group, which consisted of representatives from a wide range of professional affiliations and communities, broke into subgroups based on four identified dimensions of bias (Attachment 21: Bias ESWG Membership).

The group endeavored to define what it meant by the term 'bias'. Group members recognized that bias takes many forms and directions and may be transmitted in different ways among various groups of people. After much discussion the group defined four 'dimensions' of bias that impacted policing: police perceptions of the community, community perceptions of police, bias within the workforce, and bias by proxy. It was observed that while each of these dimensions interact with each other, the existence of specific dynamics within each dimension demanded separate approaches in the strategic plan.

These groups consisted of the following members:

#### Dimension: Community Perceptions of Police

- [REDACTED] Community Member (group co-lead)
- [REDACTED] Community Member
- [REDACTED], Chaplain, San Francisco Police Department (group co-lead)
- [REDACTED], Deputy Public Defender, City and County of San Francisco
- [REDACTED] President, San Francisco Youth Commission



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### Dimension: Police Perceptions of the Community

- [REDACTED] Vice President, San Francisco Police Commission
- [REDACTED], League of Women Voters
- [REDACTED] Commander, San Francisco Police Department (group lead)
- [REDACTED] Deputy Public Defender, City and County of San Francisco
- [REDACTED] Staff, San Francisco Police Commission

### Dimension: Bias Within the Workforce

- [REDACTED] Member, San Francisco Police Commission
- [REDACTED] Attorney, San Francisco Police Department
- [REDACTED] Policy Director, San Francisco Department of Police Accountability
- [REDACTED] Special Assistant to the Chief of Police, San Francisco Police Department (group lead)

### Dimension: Bias by Proxy

- [REDACTED] League of Women Voters (group lead)
- [REDACTED] San Francisco Bar Association
- [REDACTED] Staff, San Francisco Police Commission

While using Strategy 1.0 as the framework, each subgroup built off prior work revising Departmental policies to build a plan that would lay the foundation for a sustained and institutionalized approach to bias-free policing. In November 2019, the Executive Sponsor Working Group on Bias began its work on a strategic plan by developing a mission statement that would help the Department move forward with its bias minimization efforts ([Attachment 7: Bias-Free Policing Strategic Plan, page 5](#)). This mission statement, developed collaboratively with input from a wide variety of relevant stakeholders consisting of community members, advocates, and interagency partners, served as the foundation for what would eventually become the Department's comprehensive strategy on bias-free policing.

A problem-solving orientation guided the group throughout these discussions, and members identified several tools that could be used to address potential bias across the four dimensions. The group determined that each tool deserved its own explanation, while also recognizing that some tools would have more value in addressing potential bias in one dimension over another. After breaking into subgroups tied to each dimension of bias, each group, guided by a working group lead, discussed how different tools might be applied to their dimension. The subgroups then met separately to develop action plans that would guide the Department's future bias minimization efforts.

Equipped with the knowledge of their respective dimensions and tools that could help minimize bias within them, each subgroup built out recommendations and metrics for assessing success. These discussions resulted in implementation plans containing specific action items that, when taken together, will help the Department build upon current successes and both institutionalize and sustain a commitment to bias minimization.



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At each step of this process, subgroups subjected their findings to the review of the larger group. This process of peer review greatly enhanced the content and quality of each subgroup's work and ensured that each piece of the report was a truly collaborative product. New strategies, approaches, and ideas that reflected the wide variety of backgrounds that were present in the room emerged from these sessions.

Following each subgroup's final submission of material to Executive Sponsor, to the then Commander Teresa Ewins, Department staff compiled inputs into a common narrative before submitting to Chief William Scott for an initial review. The Chief provided input, which staff incorporated into the plan. Next, staff circulated the approved draft with the ESWG on Bias to solicit recommendations. The group provided input via individual recommendation grids, which staff then aggregated into one document (Attachment 22: ESWG Bias - Grid from Rec. 25.3). Working group recommendations were then reviewed by ESWG staff and the Chief of Police. Chief Scott made final decisions regarding which edits would be incorporated into the final draft, and his decisions and rationales were then reported to the ESWG.

Individual group members contributed to the content produced by their own groups and to the material provided by other groups throughout this process. While the Executive Sponsor and Department staff processed this content for accuracy and feasibility, the ESWG provided final checks to ensure that its intentions were met, and the Chief of Police remained in the loop at critical decision points to ensure that the plan aligned with the Department's overall strategic plan. Each working group member, Department member, and the Chief of Police thus share joint responsibility and credit for the product of this collaborative process.

From November 2019 through July 2020, working group members met in person and— following the citywide state of emergency due to COVID-19—remotely to devise and finalize their recommendations. Following each subgroup's work submission, the Chief of Police reviewed an interim draft and allowed for an additional round of working group feedback specific to the implementation section. The draft was then shared with faculty at the University of San Francisco, who will provide an external assessment of the plan. Following Chief Scott's final approval, the plan was shared with the ESWG on Bias and had been published on the Department's public web site.

NOTE: On January 17, 2024, Recommendation 39.1 was returned to the SFPD by Jensen Hughes for further information (RFI). The following suggestions were made and have been addressed throughout this recommendation: (Attachment 10: Email on 01/17/2024 – Jensen Hughes External Review via an RFI for Recommendations 39.1).

***Compliance Measure 3: Data included is from 2019 to 2022 and needs updating to identifying recent contemporary practices considered.***

The Department addressed bias and codified its principles into policy via DGO 5.17 – Bias-Free Policing Policy, which was published in August 2020. The SFPD is committed to excellence as



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a professional law enforcement organization. As part of the Department's strategic plan, we are committed to the development of our members to achieve a level of professionalism that has made us a model law enforcement organization and has created the Bias-Free Policing Strategic Plan in June 2021.

Currently, the Department mandates all members of the SFPD to mandatory Bias training which is codified in Department Notice: Mandatory BiasSync Training for All Members ([Attachment 23: Department Notice: Mandatory BiasSync Training for All Members](#)). SFPD will continue eliminating and reducing biased workplace behaviors and policing through science-backed training. As evidence of the continuous training around bias, a memorandum was written on February 10, 2023, from the SFPD Training Division to document an audit and review of Bias Training Programs for 2022 Quarters 3 and 4 ([Attachment 24: Memo - Audit and Review of Bias Training Programs - 2022 Quarters 3 and 4, dated 02/10/2023](#)). This audit is conducted pursuant to the mandate in the Administration Bureau Unit Order, Audit and Review of Bias Training Programs, 21-02 ([Attachment 25: Administration Bureau Unit Order 21-02 - Audit and Review of Bias Training Programs](#)) that calls for review/audit of bias training programs and incorporate results into a quarterly memorandum report.

Furthermore, to demonstrate the Departments commitment for addressing bias, the Department established a new position, Director of Constitutional Policing. This announcement was made on May 23, 2023, via Department Notice: Director of Constitutional Policing ([Attachment 26: Department Notice: Director of Constitutional Policing](#)). Some of the duties of the Director of Constitutional Policing are to advise the Chief of Police to build organizational awareness, recommend and help facilitate solutions to promote racial justice and bias-free policing. On July 31, 2023, SFPD released an updated Department Notice: Early Intervention System Procedures ([Attachment 27: Department Notice: Early Intervention System Procedures](#)). The intent of this system is to provide non-disciplinary intervention, whenever possible, to assist department members in their professional development to provide the highest level of service and satisfaction to the public.

Also, to demonstrate the Departments commitment for addressing bias, on July 10, 2023, Chief Scott wrote the Police Commission a letter regarding the second quarter of 2023 audit of electronic communication devices for bias ([Attachment 28: Letter from Chief Scott to the Honorable Police Commission - Second Quarter 2023: Audit of Electronic Communication Devices for Bias](#)). In the Chief's letter, he highlights there were no "hits" that were determined to be potentially biased. This audit is conducted because it is mandated in the Internal Affairs Division (IAD) Unit Order, Internal Affairs Division Audit Procedure 18-02 ([Attachment 29: Internal Affairs Division Unit Order 18-02 - Internal Affairs Division Audit Procedure](#)). The IAD Audit Procedure 18-02 Unit Order states,

The Internal Affairs Division, with assistance from Technology Division, will monitor electronic auditing programs formulated and instituted by the Technology Division and their proxies. These



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programs will continuously monitor all Department members' devices usage for derogatory words, statements, or media transmitted by, but not limited to: Department issued cellphones, Department electronic mail, Department CLETS terminal (2018, p.1).

Additionally, SFPD released Department Notice: Benchmark Stop Data System (BSDS) on October 3, 2023 ([Attachment 30: Department Notice: Benchmark Stop Data System](#)). The purpose of this Department Notice was to state the Department's commitment to comply with legislation, regulation, and training materials associated with Assembly Bill 953 (AB953) and remind members to familiarize themselves with the requirements contained in this Department Notice when using BSDS. Then on December 4, 2023, SFPD released Department Notice: Stop Data Regulatory Update ([Attachment 31: Department Notice: Stop Data Regulatory Update](#)) to communicate the California Department of Justice and the RIPA Board's additional regulations that add and change data collection requirements. To help members with these new changes in 2024, the Department issued a short quiz with the Department Notice ([Attachment 32: RIPA 2024 Regulatory Changes](#)).

Further, SFPD's Professional Standards & Principled Policing Unit (PSPPU) created a grid ([Attachment 33: Grid – Bias training comparison pre & post 2016](#)) to show the evolution of bias related training since the beginning of Collaborative Reform. In the grid, the left column highlights courses offered prior to the DOJ audit in 2016. In the right column is the current state of affairs with regard to bias training in the SFPD as of March 2024.

#### **4) Includes plan for addressing department diversity that is informed by contemporary best practices.**

The SFPD developed a comprehensive Diversity Strategic Plan that articulates the department's vision and commitment to organizational wide diversity initiatives including recruiting, hiring, retaining, and promoting a diverse and high-performing workforce. The backbone and framework for the development of this strategic plan was guided by Strategy 1.0. From the creation of Strategy 1.0, SFPD had identified six strategic areas of focus that helped inform the SFPD's strategic initiatives. In particular, regarding this compliance measure, the 6<sup>th</sup> strategic initiative shows SFPD's commitment to addressing diversity in the Department. In Strategy 1.0 it states,

- 6. Diversity: Ensure a Diverse and Inclusive Workforce – ensure the demographic makeup of members hired and promoted within the Department reflects the communities we service (2018, p.8).*

The SFPD Diversity Strategic Plan ([Attachment 4: Diversity Strategic Plan](#)) was developed in response to the 2016 United States Department of Justice (DOJ) Collaborative Reform Initiative (CRI) which provided an assessment of San Francisco Police Department (SFPD) policies and



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practices. Finding #89 stated, “The SFPD lacks a strategic plan for diversity including recruitment, retention, and advancement”. However, Hillard Heintze File Review Recommendation 89.1 (Attachment 34: Hillard Heintze File Review Recommendation 89.1) stated, “SFPD continues to be one of the more diverse major city police departments”. As diverse as SFPD is, the Department understands there is room for improvement and is committed to become better for its members and the communities they serve.

In response to Finding #89, the SFPD Staff Services Division convened a Diversity Strategic Plan Working Group that developed the goals, objectives, and metrics to implement, track and institutionalize initiatives that aim to recruit, hire, and retain a diverse and high-performing workforce. As stated in the SFPD Diversity Strategic Plan (2020), the “Working Group surveyed current practices and procedures in recruiting, hiring, training and retention, and identified short and long term initiatives to promote diversity in these areas based on best practice and peer jurisdiction research” (2020, p.3). The Working Group assessed current data collection methodologies to determine data currently available and data needed to track and measure performance toward diversity goals on a standardized and recurring basis.

The Plan divides the department's vision and commitment to organization-wide diversity into five Strategic Goals. All five goals have both department-wide and unit-level, objectives for identifying and implementing diversity initiatives, and plans for collecting, monitoring, and analyzing empirical data to monitor performance. Each Strategic Goal section assigns responsibility for implementing initiatives and tracking and reporting data. Priorities listed in these Strategic Goal sections are both near- and long-term.

The Strategic Goal areas are:

- Strategic Goal 1: Diversity in Recruitment
- Strategic Goal 2: Diversity in Hiring
- Strategic Goal 3: Diversity in Academy and Field Training
- Strategic Goal 4: Retention, Support and Professional Development
- Strategic Goal 5: Organizational Accountability

In October 2020, the SFPD completed and published the Diversity Strategic Plan. The plan is a comprehensive roadmap to guide the department and articulates the department’s vision and commitment to organization-wide diversity initiatives in recruiting, hiring, training, promoting, and retention. Today, SFPD continues to strive for diversity in the Department, for example the Department’s 30x30 Initiative. In October 2022, the San Francisco Police Department signed on to the 30x30 Pledge to recruit, retain, and advance women in the Department and in policing overall. The 30x30 Initiative not only aims to increase the representation of women in police academy recruit classes to 30 percent by 2030, but it also strives to ensure that police policies and culture intentionally support the success of women officers throughout their careers. For further information regarding the 30x30 Initiative please refer to the following:

- Attachment 35: Department Notice: Applications for the 30x30 Women in Policing Fellowship Opportunity



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- Attachment 36: Department Notice: 30x30 Survey of Sworn Women
- Attachment 37: Department Notice: National Association of Women Law Enforcement Executives 27<sup>th</sup> Annual Conference
- Attachment 38: Department Notice: Application for the 30x30 Focus Group

NOTE: On January 17, 2024, Recommendation 39.1 was returned to the SFPD by Jensen Hughes for further information (RFI). The following suggestions were made and have been addressed throughout this recommendation: (Attachment 10: Email on 01/17/2024 – Jensen Hughes External Review via an RFI for Recommendations 39.1).

***Compliance Measure 4:** Supporting documentation relies on 2019 opinions and needs updating to reflect contemporary actions.*

The SFPD laid out its goal of being more diverse and more inclusive when it published its Diversity Strategic Plan in October 2020. SFPD Department Notice: SFPD Diversity Strategic Plan, informed the Department and its members of the new Diversity Strategic Plan. The Diversity Strategic Plan aims to provide a comprehensive approach for organization-wide diversity initiatives that supports the key strategic initiatives developed in Strategy 1.0. The Diversity Strategic Plan outlines the goals and objectives for diversity initiatives in the department, current practices in the department, and next steps for implementing initiatives and subsequently monitoring key metrics on an ongoing basis.

The San Francisco Mayor's Office made efforts to ensure that San Francisco laws, policies, and programs do not perpetuate racial inequities within government and in community. To promote racial equity in San Francisco, the Mayor's Office has assigned the Office of Racial Equity (ORE) to draft a Racial Equity Action Plan (REAP) report which includes directions and guidelines for agencies to follow, which was published in December 2020. Also, the ORE mandates an annual report on the Department's progress towards goals set forth in the REAP (Attachment 39: Departmental Racial Equity Progress Report – Annual Report for 2022, dated 05-31-2023).

In 2021, a new Unit was also established, the Office of Equity and Inclusion (OEI), due to City Ordinance 188-19 and to help implement the goals of the Diversity Strategic Plan. This announcement was made via Department Notice: SFPD Office of Equity and Inclusion (Attachment 40: Department Notice: SFPD Office of Equity and Inclusion). OEI was established to create and sustain an equitable-supportive, and professional environment. OEI will work in collaboration with all units, divisions, and bureaus within the Department. OEI will also manage the forthcoming BiasSync Initiative and will be tasked to carry out various other policy and reporting functions regarding racial equity impact. OEI will be deliberate in its efforts to educate members about the Department's strategies for equity-inclusion, EEO policies, and federal-



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state-local discrimination laws. These efforts will be anchored to strengthen diversity and promote equity- inclusion in support of all members.

One of OEI’s responsibilities is to develop and present to the Disciplinary Review Board (DRB) a summary report that focuses on the findings or non-findings of bias or unfairness in the disciplinary process with recommendations at each quarterly meeting for further review and corrective action, if applicable (Attachment 41: OEI Unit Order 23-01 – OEI Summary Report to DRB – Review of Disciplinary Findings, Trends, and Recommendations, dated 10-27-2023). As proof of these meetings occurring and summary reports are developed, Chief Scott wrote a letter to the Police Commission on March 12, 2024, that communicated the third and fourth quarter 2023 Disciplinary Review Board Finds and Recommendations (Attachment 42: Letter from Chief Scott to the Honorable Police Commission – Third and Fourth Quarter 2023 Disciplinary Review Board Findings and Recommendations). In this letter, Chief Scott states,

Lt. Carla Hurley of OEI presented her review of disciplinary data to determine if there were any variances or bias in the discipline imposed on officers based upon their demographics. Her analysis found no variances or discrepancies in the imposition of discipline (2024, p.3).

Furthermore, in full transparency, SFPD publishes on their website current Department sworn demographics. Attached below is a screen shot of the current Department sworn demographics as of March 5, 2024 (Attachment 43: Screen shot – Department Sworn Demographics).



[Home](#) / [Your SFPD](#) / [Published Reports](#) / [Demographics](#)

### San Francisco Police Department Sworn Demographics\*

Race/Ethnicity	Number of Members	Percent
White	843	45.4%
Black	164	8.8%
Hispanic	364	19.6%
Asian	331	17.8%
Filipino	116	6.2%
American Indian/Alaska Native	6	0.3%
Other	33	1.8%
<b>Total</b>	<b>1,857</b>	<b>100.0%</b>

\*As of March 5, 2024





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Additionally, there is a link that is provided that has a further breakdown of the Department sworn demographics by rank ([Attachment 44: Department Sworn Demographics by Rank](#)).

### **5) Review or audit to ensure plans are implemented and to evaluate effectiveness.**

NOTE: On January 17, 2024, Recommendation 39.1 was returned to the SFPD by Jensen Hughes for further information (RFI). The following suggestions were made and have been addressed throughout this recommendation: ([Attachment 10: Email on 01/17/2024 – Jensen Hughes External Review via an RFI for Recommendations 39.1](#)).

***Compliance Measure 5:** Audit records are missing supporting documentation and must include records related to meetings – agendas, notes, action items, etc.*

The Community Policing Strategic Plan outlines the Department's Community Policing Vision, Values, Goals and Objectives. Additionally, it contains metrics for implementation and strategies to ensure that community policing is systematically occurring across the department. This serves as the Department's Community Policing Guide, provides structure to the district Captains and grants district Captains the authority to serve the diverse populations represented in their districts, within the tenets of community policing.

The Commander of the CED is responsible for promoting and auditing Community Oriented Policing and Problem-Solving concepts and efforts throughout the entire Department. The Commander of CED ensures the Community Engagement Division (CED) provides an overall Department structure and framework to enhance community relationships throughout all neighborhoods. During the Captain's monthly meetings, the Commander of CED works collectively with the Commanders of the Field Operations Bureau (Golden Gate, Metro, and Mid City) to provide structure and support to the District Captains by providing policies and procedures to assist the District Captain's with their Annual Community Policing Strategies to ensure that district goals are consistent with the Community Policing Strategic Plan.

Furthermore, the Deputy Chief of Field Operations Bureau (FOB), the Commander of CED, and the three Commanders of FOB are to identify District Captains who engaged in successful and innovative community policing practices and utilize them as peer-to-peer trainers for other Captains. Currently in 2024, SFPD continues to practice peer-to-peer training and evidence of this is found in the memorandum from Acting Commander Arran Pera to Assistant Chief David Lazar, dated 02/02/2024 ([Attachment 45: Memo – Peer to Peer Trainers - from Acting Commander Arran Pera to Assistant Chief David Lazar, dated 02/02/2024](#)).

Throughout the processes SFPD established several committees and working groups to guide the development and creation of the Department's strategic plan, Strategy 1.0, as well as the



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Community Policing Strategic Plan, Bias-Free Policing Strategic Plan, Diversity Strategic Plan, REAP, and DGO 1.08. These documents clearly articulate SFPD's Mission Statement and identifies the goals and objectives necessary to deliver overall policing services. Built in these documents are reviews and audits to ensure that plans are implemented and to evaluate effectiveness.

To ensure plans are implemented and the department is held accountable, DGO 1.08 established an accountability section DGO 1.08.05. DGO 1.08.05 (A) states,

By November 1st of each year, Commanding officers of every Bureau, District Station, Unit and Detail shall issue an Annual Community Policing Strategic Plan. This plan outlines how their command will continue to build relationships with local city agencies, community groups, nonprofit organizations, and members of the public for the upcoming year effective on January 1st of the following year. Plans should be developed in line with the Department's overall Community Policing Strategic Plan and should reflect input from the community the command serves. The plans will be submitted through the chain of command to the Community Engagement Division. Once approved, plans will be posted on the Department's website by January 1st.

Each December, the Commander of the Community Engagement Division (CED) shall meet with the Deputy Chief and Commanders of the Field Operations Bureau (FOB) to present a review of the past year's community policing strategies, engagements, and outcomes. The presentation shall include a summary of community feedback regarding these topics (2021, p.7).

Between November of 2023 and January of 2024, the Department reviewed and audited all 2024 District Station Strategic Plan submissions. This review process, as required by DGO 1.08, also served to discuss best practices and to identify those Captains in the SFPD whose community policing efforts stand out. On January 22, 2024, the Commander of CED met with the Deputy Chief of FOB regarding the selection of the Peer-to-Peer trainers for 2024. They selected three new captains to serve as the Peer-to-Peer trainers for 2024. These new captains will be replacing the prior captains who served as the Peer-to-Peer trainers for 2023 ([Attachment 45](#)).

The hyperlink provided can be used to visit the [SFPD's Community Policing Annual Plans](#) which contains 2022, 2023, and 2024 Annual Plans by Station, Bureaus, and Units.

Furthermore, DGO 1.08.05 (C), built in community policing discussions in the monthly FOB meetings that are facilitated by the Commander of CED with District Station Captains to discuss how to coordinate and align efforts, messaging, and problem-solving. Also, DGO 1.08.05 (C) states,



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District Station Captains shall provide a report on all community policing activities within their command on monthly reports routed through their chain of command to the Community Engagement Division. During Crime Strategy meetings, Commanding Officers should report on their community policing, community engagement activities, and/or problem solving efforts (2021, p.9).

There is evidence that supports that the monthly FOB District Stations Captains meeting are occurring regularly. The Agenda for the FOB meeting in December 2023 provides evidence that supports that the monthly FOB District Station Captains meetings are occurring regularly (**Attachment 46: Agenda FOB Captains' Monthly Meeting dated 12/07/2023**)

To also help ensure plans are implemented, the Community Policing Strategic Plan established guidelines to help keep the department focused and in line with its Mission Statement, Vision, and Goals, as well as to strive for an effective and collaborative relationship with the community. As such, the Community Policing Strategic Plan (2018) states,

Each SFPD division and district will create a Community Policing Action Plan based on guidance provided in the Strategic Plan. During the development of these plans, CED will work to ensure that action plans collectively support the Department's overall efforts to meet the community policing objectives outlined in the Plan. The Department will also need to analyze available resources to prioritize strategies across divisions and districts. These plans will be updated annually or bi-annually based on ongoing evaluation of strategies and updated departmental guidance (p.16).

The hyperlink provided can be used to visit the SFPD's Community Policing Annual Plans which contains 2022, 2023, and 2024 Annual Plans by Station, Bureaus, and Units.

In conjunction with newly established policy and guidelines regarding the implementation of the Department's plans, SFPD wanted to make sure that all members of the department received training regularly regarding best practices in community policing, community engagement, customer service, and problem solving. Therefore, as stated in DGO 1.08, "All Department members (sworn and non-sworn) shall attend Community Policing training every two years" (2021, p.11).

To keep the SFPD in alignment with their vision and goals, there are guidelines set to help track progress and status of various requirements that were created to make the SFPD a better police department. The SFPD is adaptable and committed to continuous review and improvement. There are reviews and audits built in to increase the effectiveness of collecting measurable data. For instance, Objective 5.2 of the Community Policing Strategic Plan (Community Policing Strategic Plan, 2018, p.10) states, the department will "Implement a Staff Inspection Unit to conduct internal assessments, i.e. "audits," of the Department's practices." Examples of the SIU



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internal audits include: Field Interview (FI) Cards, Weekly DPA Complaint Log, and Annual Inspection Plan (AIP) (Attachment 47: 2023 Field Interview (FI) Cards Audit, Attachment 48: Weekly DPA Complaint Log Audit Report – 2023 Final Quarter, and Attachment 49: 2023 Annual Inspection Plan).

The SFPD has recognized that to accomplish its vision and goals, the Department will need to review and audit its progress. The Department's Bias-Free Policing Strategic Plan (Bias-Free Policing Strategic Plan, 2021, p.5) states in the Mission Statement and Goals that the Department will "leverage existing metrics, qualitative measures, and auditing mechanisms to evaluate the effectiveness of our implementation plan and establish new ones if needed." To this point, SFPD recognized from an audit conducted by Acting Captain Sam Christ on September 11, 2023, (Attachment 50: Memo – CED Bi-Annual Audit and Review-Adherence to FOB Bureau Order 20-01 - dated 09/11/2023 from Acting Captain S. Christ) that highlighted a need for change regarding 21<sup>st</sup> Century policing discussions. In his memo, A/Captain Christ noted that "only 50% of all District Stations covered and discussed one of the six pillars every month" (Memo from Acting Captain Christ, 09/11/2023, p.1).

In the past the 21<sup>st</sup> Century Policing discussion was limited to a discussion of the "Final Report of the president's Task Force on 21<sup>st</sup> Century Policing". This topic has been criticized by SFPD members and community partners stating that these discussions have become redundant. Taking this feedback into account, the SFPD met with its CRI Partners, Jensen Hughes and Cal DOJ, to discuss a pivot from the 21<sup>st</sup> Century Policing to the SFPD's Community Policing Strategic Plan. This shift has been supported and applauded by our CRI partners. Approval for this transition was sought internally via a memo, which was signed by Assistant Chief Lazar on October 12, 2023 (Attachment 51: Memo - from Acting Commander Arran Pera dated 10-06-2023 and revised FOB Bureau Order 20-01). Acting Commander Arran Pera completed the revisions for FOB Bureau Order 20-04 (21<sup>st</sup> Century Policing Discussions for Captains to have at their community meetings and forums) that will provide training on the updated 21<sup>st</sup> Century Policing Discussions. Captains have the option of choosing from any of the Community Policing Strategic Plan's 5 goals and 21 objectives, which will encourage fresh conversations with the community.

Acting Captain S. Christ conducted an audit regarding 21<sup>st</sup> Century Policing discussions and documented it on 02/12/2024 via a department memorandum (Attachment 52: Memo – CED Bi-Annual Audit and Review-Adherence to FOB Bureau Order 20-01 - dated 02/12/2024 from Acting Captain S. Christ). In summary, Acting Captain Christ stated, "In this audit, I found that 9 out of 10, or 90% of all District Stations covered and discussed 21<sup>st</sup> Century Policing. We will utilize information from this audit to evolve our strategies for the first half of 2024" (Memo from Acting Captain Christ, 02/12/2024, p.1).

An example to ensure plans are implemented and to evaluate effectiveness regarding Diversity Strategic Plan, the department issued Department Notice 21-033 (Attachment 53: Department Notice: Assignments Effective February 20, 2021), which addresses assignments of newly promoted personnel. These assignments are a result of a collaborative process in which all



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Deputy Chiefs ("DCs") and the Executive Director of the Strategic Management Bureau ("ED") met to discuss and prepare a proposal to the Assistant Chiefs and Chief recommending new promotes' assignments and any subsequent assignment changes necessary. The Deputy Chiefs and Executive Director (DCs/ED) used the following general guidelines for making their recommendations:

- Ensuring a balance of experience - in order to ensure future growth of our personnel, the DCs/ED sought to ensure that assignments give Members new opportunities, experiences, and skills in new assignments or in a particular bureau. The DCs/ED also seek to reintroduce members to the Operations Bureau when away from that assignment for a long period of time.
- Familiarity with the assignment - even where an assignment to a Bureau was new or renewed, the DCs/ED factor in past work experience. For example, a Member assigned to an investigative role outside of the Investigations Bureau might get assigned to the Investigations Bureau or a Member assigned previously as an Officer or Sergeant to a particular District might get assigned as a Lieutenant or Captain to that District.
- Readiness for the assignment - the DCs/ED evaluate Members' special attributes, such as organization skills, training, and education applicable to the new assignment. While assignments are made considering the needs of the Department, ultimately Members' personal and professional growth are prioritized. The recommendations by the DCs/ED are presented to the Assistant Chiefs and Chief of Police for consideration. Ultimately, the assignments are approved by the Chief of Police.

In addition to the stated review and/or audit for evaluation of effectiveness above, oversight of all the United States Department of Justice (DOJ) recommendation's responsibility falls on the Professional Standards and Principled Unit (PSPPU), Collaborative Reform Initiative (CRI) team. The sustainability of all the hard work that has been implemented through policies, plans, training, etc. is paramount to the Department. To further ensure these strategic plans are implemented, the PSPPU codified their review and audit in Unit Order 22-01 (**Attachment 54: PSPPU's Unit Order 22-01 – CRI Sustainability Procedures**). The purpose of this Unit Order is to show commitment in upholding the promise of the Collaborative Reform Initiatives. This Unit Order created a sustainable system of review to ensure that the SFPD continues to maintain the standards of excellence and accountability it committed to during the reform process. There is a schedule set for regular review of all CRI recommendations ensuring the Department continues to implement and achieve its reform goals.

Furthermore, PSPPU created Unit Order 24-01, Collaborative Reform Initiative (CRI) – Sustainability Managers, (**Attachment 55: PSPPU's Unit Order 24-01 - Collaborative Reform Initiative (CRI) – Sustainability Managers**), to work in conjunction with PSPPU Unit Order 22-01 – CRI Sustainability Procedures. Unit Order 24-01, Collaborative Reform Initiative (CRI) – Sustainability Managers, was created to introduce the role of Sustainability Manager while also defining the responsibilities associated with the role. This Unit Order also serves to direct Executive Sponsors to identify and select Sustainability Managers and delineate their responsibilities to work in concert with Collaborative Reform Initiative (CRI) Sustainability Team.



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Under the sustainability review within the PSPPU, all recommendations including the documents created within the recommendations are monitored annually and given periodic updates as needed to stay relevant with legal requirements as well as organizational changes. When these best practices and continuous improvement loops are identified, the PSPPU will take the responsibility in writing addendums for these recommendations ensuring the SFPD continues to stay in Substantial Compliance.