Collaborative Reform Initiative: Monthly Update

CITY & COUNTY OF SAN FRANCISCO

Police Department

November 16, 2022

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**

Annual Sustainability Timeline

January 1 – February 28:

➢ General review of Use of Force recommendations
➢ Targeted review of recommendations with annual, bi-annual, and quarterly review requirements.

Feb. 1-March 31:

➢ Collect documentation for Q4 of previous year and annual reporting requirements

March 1 – April 30:

➢ General review of Bias Recommendations
➢ Begin collection of Q1 of current year's sustainability documentation

May 1 – June 30

➢ Complete general review of Bias recommendations
➢ Begin targeted review of recommendations with annual, bi-annual, and quarterly review requirements for Accountability.

Annual Sustainability Timeline
(continued)

July 1 – August 31:
- ➢ Complete general review of Accountability recommendations
- ➢ Begin targeted review of recommendations with annual, bi-annual, and quarterly review requirements for Community Policing.

September 1 – November 30:
- ➢ Complete general review of Community Policing recommendations
- ➢ Begin targeted review of recommendations with annual, bi-annual, and quarterly review requirements for Recruitment & Retention.

December 1 – January 31:
- ➢ Commanding Officer of PSPP conducts bi-annual reviews to ensure targeted and general reviews are taking place.
- ➢ Staff Inspections Unit, separate from sustainability team, conducts review of documentation and forwards findings to commanding officer.
- ➢ Commanding Officer of PSPP prepares summary of frequency and presence of reviews and SIU findings in annual memorandum.
    - ➢ Memorandum documents deficiencies, as necessary, and proposes solutions.
- ➢ Chief of Police review and approval.

Remaining Recommendations Update

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 Supervisorial 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 SFSD to ensure accuracy 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

- Preliminary agreement with SFSD for arrest data capture
- Evaluation & selection completed
- Contractor negotiation underway

Upcoming Milestones

- CRI partner meeting to outline and refine approach

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

- Working with Benchmark on official interface & analytical tool

Upcoming Milestones

- CRI partner meeting to outline and refine approach
- Get consensus with CRI partners on approach

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

- **First annual District/Division CP Strategic Plans**
- **Draft Chief's Advisory Forum Manual shared with CRI partners**

Upcoming Milestones

- **CRI partner meeting to outline and refine approach**

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	Milestone(s) accomplished	Upcoming milestones
• Within 18 months • On Target	• Ops data – CFS; shooting reviews; crime trends meetings • Discipline data - Report developed; Commission presentation made	• CRI partner meeting to outline and refine approach • Management Dashboard presentation & feedback • Collection of and action on feedback for report, metrics and process

Stand-alone Recommendations

PROJECT	OBJECTIVE	STATUS & TIMELINE
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.	Data preparation complete; draft reporting developed; weekly meeting updates from Executive Sponsor. 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. Develop community policing and problem-solving manual.	The "Community Policing & Problem-Solving Manual 2nd edition is in draft form and being reviewed by Cal DOJ & Hillard Heintze. Within 2 years
Recommendation: 1.1	Review and understand the reasons for the disparate use of deadly force. Partner with a research institution to evaluate the circumstances that give rise to deadly force, particularly those involving persons of color.	Internal qualitative academic-level research plan developed, Lit review and background research underway. Within 12 months

Upcoming milestone: CRI Partner meeting to review and refine approach

Thank you.

Any questions?