Recommendation 76.2

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Wed 9/9/2020 11:12 AM

To: McGuire, Catherine (POL) ██████████████████ Scott, William (POL)████████████████████████

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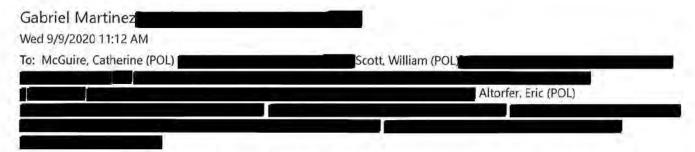
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Dear Lt. Altorfer,

Our office has completed its review of the materials related to Recommendation 76.2 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD making its General Orders and Bulletins digitally available to officers and personnel with capabilities for updating, cross-referencing, reporting, and monitoring. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 76.2: The SFPD should provide department members with access to an online electronic system for Department General Orders and Department Bulletins to provide timely updates, cross-referencing, and reporting and monitoring capabilities for managers.

Response to 76.2: Recommendation 76.1 and 76.2 were concurrent recommendations. To meet the 76.2 recommendation, SFPD used the PowerDMS web-based document management system. PowerDMS has for cross-referencing, reporting, and monitoring capabilities. The Written Directives Unit was already using the PowerDMS for the Department General Order (DGO) and Department Bulletin drafting, concurrence, and approval processes. SFPD has now rolled out access to Power DMS, which includes a database of DGOs and Bulletins, to all officers and staff.

The SFPD Information Technology Division Project Management Office created a PowerDMS training plan and timeline for rollout of PowerDMS. The plan included separate training objectives for administrative users, training coordinators, and general SFPD users. Document workflow, assignment of documents, submission of document sign-off, security, log on information, creating non-compliance reports, and search capabilities.

As part of the rollout, SFPD implemented a 45-day soft rollout to Southern Station users beginning in June of 2020. SFPD created a survey to Southern Station users to determine if the training on the system was useful and what additional training may be needed before the department-wide rollout. The trainings included job aids (including step-by-step screenshot instructions), on-site training for certain users, and access to the PowerDMS training library (including a training video). SFPD offered training on PowerDMS on nine occasions during July and August of 2020. The department-wide rollout was effective on August 17, 2020.

Additionally, SFPD has articulated its policy update and publication process in policy. On August 7, 2019, SFPD published DGO 3.01, Written Communication System. Under the DGO, the Written Directives Unit is responsible for electronically publishing and distributing directives, including DGOs and Bulletins, on

the Department network and SFPD must provide officers and staff with electronic access to directives in a searchable database. A draft Unit Order designates the Written Directives Unit as the unit responsible for providing that access and provides 24 hours after final approval of a directive for it to be published on PowerDMS. While Cal DOJ is satisfied with the Unit Order's directive that the WDU "should" update Power DMS, Cal DOJ suggests that SFPD, going forward, use mandatory language like "will" or "must" to ensure that the task will be done.

Based upon all of the above, the California Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss these further. Thank you.

Finding # 76	Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible.
Recommendation # 76.2	The SFPD should provide department members access to an online electronic system for Department General Orders and Department Bulletins to provide timely updates, cross-referencing, and reporting and monitoring capabilities for managers.

Recommendation Status	Complete Partially Complete In Progress Not Started No Assessment

Summary

SFPD has undertaken significant work on automating its policy manual. The department has implemented a digital tool that it uses not only to catalogue orders, but it also is used to track the progress and update of those orders. This program is accessible to all department members and is accessed under user authorization levels, with rights of access granted for various parts of the program.

Compliance Measure #1 – the plan for the use and implementation of the program was shared with IT and the Written Directives Unit. As this review is going to submission, the SFPD is currently in the process of implementation of the PowerDMS access to all users. This is consistent with the planned implementation. The library exists and it is currently in roll out to share with the members of the department.

Compliance Measure #2 – the SFPD provided subsequent documentation of training and policy to support personnel in their accessing the system.

Based upon the documentation provided by SFPD, including additional follow on information, this recommendation is determined to be substantially compliant.

Compliance Measures		Status/Measure Met
1	Publish an electronic library of DGOs and DBs, concurrent with Rec 76.1.	√ Yes ☐ No ☐ N/A
2	Provide training on how to use and access library.	√ Yes ☐ No ☐ N/A

Administrative Issues

Compliance Issues

Collaborative Reform Completion Memorandum

Finding # 76: Although the SFPD internally provides Department General Orders and Department Bulletins that are electronically available, the documents are not easily accessible.

Recommendation # 76.2 The SFPD should provide department members with access to an online electronic system for Department General Orders and Department Bulletins to provide timely updates, cross-referencing, and reporting and monitoring capabilities for managers.

Response Date: 6/10/2020

Executive Summary

The San Francisco Police Department (SFPD) has undertaken significant actions to provide all SFPD staff with access to an electronic repository of Department General Orders (DGO) and Department Bulletins (DB). In 2016, the Written Directives Unit (WDU) began using PowerDMS as the tool that would meet the department's needs and comply with the requirements outlined in the October 2016 Report ("2016 Report") issued by the United States Department of Justice's (DOJ) Collaborative Reform Team. The WDU has utilized PowerDMS for many facets of their work, in particular the drafting, concurrence and approval processes for DGO and DB. After review of this initial phase, the department has secured additional funding to enhance the PowerDMS system to make it the enterprise-wide system for electronic access to all DGOs and DBs.

Methodology

The SFPD Information Technology Division, Project Management Office (PMO) is working closely with the WDU and the PowerDMS vendor to implement the enterprise wide PowerDMS system. The PowerDMS project plan was developed in consultation with the vendor and WDU to develop a plan with realistic timelines and deliverables. Additional artifacts and documents published by the WDU have been collected and are included in this response to bring the SFPD in compliance with this recommendation.

Compliance Measures:

1. Publish an electronic library of DGOs and DBs, concurrent with Rec 76.1.

As stipulated in the San Francisco Police Department General Order 3.01.11, the WDU is responsible for providing SFPD staff with electronic access to directives in a searchable database (See Attachment 1). The WDU has updated their procedures for updating and maintaining the central repository of DGOs and DBs that reflect the unit's ability to perform this task utilizing the PowerDMS system (See Attachment 2). Currently, the planned soft rollout to Southern Station for the PowerDMS electronic library is June 2020 (See Attachment 3).

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The PowerDMS electronic repository has functionality that satisfies all other elements of Recommendation 76.2, search for cross-referencing, reporting and monitoring capabilities (See Attachments 4, 5, 6, and 7).

2. Provide training on how to use and access library.

WDU is working with the Training Division to ensure all SFPD staff are provided the necessary training to utilize the electronic library in the PowerDMS system. The Training Plan includes the details of the training approach and will be based upon similar successful training approaches PowerDMS has implemented in other organizations (See Attachment 8). The PowerDMS Training Plan outlines:

- Onsite training for administrators and training coordinators
- Training materials
- General user training
- Job-aids (See Attachment 9 and 10)
- In-person user training during Soft rollout

SFPD will implement a 45-day soft rollout to only the Southern Station users to examine the efficacy of the training approach and to adjust according to feedback during the soft rollout period. A user feedback survey will be conducted to determine which training methodology will be best suited for a department-wide rollout to ensure a successful implementation (See Attachment 11). Based upon this feedback, the project team will determine whether additional in-person user training will be needed or whether the PowerDMS Overview for Basic Users video (See Attachment 12) and other training materials developed will be sufficient (See Attachments 9 and 10).

Attachments:

Attachment 1: San Francisco Police Department General Order 3.01

Attachment 2: Written Directives Unit Order

Attachment 3: PowerDMS Project Plan

Attachment 4: PowerDMS Department General Orders screen shot

Attachment 5: PowerDMS Department Bulletins screen shot

Attachment 6: PowerDMS Search functionality screen shot

Attachment 7: PowerDMS Reporting and Monitoring screen shot

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Attachment 8: PowerDMS Training Plan

Attachment 9: PowerDMS Basic User Guide

Attachment 10: PowerDMS Mobile User Guide

Attachment 11: PowerDMS Training Survey

Attachment 12: PowerDMS Video Overview for Basic Users screen shot

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