



San Francisco Police Department

Review and Response

of the

FINAL REPORT OF

THE PRESIDENT'S TASK FORCE ON 21st CENTURY POLICING

September 2015

PREFACE

On December 18, 2014, President Barack Obama issued an Executive Order establishing the Task Force on 21st Century Policing. This action was in response to recent critical events throughout the United States which strained the relationship between law enforcement agencies and the public they are sworn to protect and serve.

In establishing the task force, the President spoke of the distrust that exists between too many police departments and the communities they serve – the sense that in a country where our basic principle is equality under the law, too many individuals, particularly young people of color, do not feel as if they are being treated fairly.

“When any part of the American family does not feel like it is being treated fairly, that’s a problem for all of us,” said the President. “It’s not just a problem for some. It’s not just a problem for a particular community or a particular demographic. It means that we are not as strong as a country as we can be. And when applied to the criminal justice system, it means we’re not as effective in fighting crime as we could be.”

Even though San Francisco is one of the most diverse and forward-thinking municipalities in the country, this city was not immune from the suggestion that we need to be better. In fact, although no one was injured or killed, we found ourselves in the midst of controversy in our own jurisdiction which had the public questioning their trust of our police department.

Upon release of the interim and subsequent final report issued by the task force, the San Francisco Police Department reviewed the recommendations to determine where improvements could be made to our procedures, policies, and “best practices” that would strengthen our partnerships within the community as a means to reestablish trust. In addition to the implementation of these extrinsic enhancements to our police officers’ skills and practices, we recognize that rules, incentives, and tools are insufficient to give our officers the right heart-set and mindset of what is demanded of a 21st Century law enforcement professional. We recognize that our police officers are our Department’s greatest asset. We need to nurture and develop their hearts, bodies, minds, and spirits in order for them to have the capacity to be great police officers as well as great people. When officers are grounded in purpose and driven to master their craft, they feel empowered to choose to live their purpose through the principled decisions they make that serve the ends that justice demands.

Although it was clear that the majority of the recommendations in the report have been in practice for many years; some were not part of our strategies and do have substantial merit. With this report in mind, we are committed to review and revitalize strategies currently in use by this department and introduce and/or implement other strategies that will enhance our interactions within the community we serve.

There are 58 Recommendations (38 directly related to law enforcement 20 recommendations aimed at government agencies and/or community organizations) and 91 Action Items (50 directly related to law enforcement/41 items intended for the government agencies, other entity, and/or community organization) outlined in this report.

The Department agrees with, has implemented, and/or will be implementing all 38 recommendations directly relating to law enforcement, as well as 6 relating to government agencies. The Department supports the remaining 14 recommendations aimed at government agencies and/or community organizations and will implement those suggestions as practical

when/if they are acted upon by the appropriate government agency and/or community organization.

Of the 91 Action Items, the Department agrees with, has implemented, and/or will be implementing all the items we are able to (47 of the 50 items) directly relating to law enforcement, as well as an additional 3 items relating to government agencies. *We are unable to implement 3 items directly related to law enforcement as detailed below. Additionally, the Department is in support of the remaining 38 items intended for the Federal government or other entity, and will/has implemented them as appropriate.

*Action Items 4.6.5 and 4.6.6, as they relate to the disciplining of students at school. We do not believe SFPD officers should be involved in the decision making process with regard to student discipline in schools. Student discipline in schools is the responsibility of teachers and/or school administration. This is spelled out in the newly agreed to MOU between SFPD and the San Francisco Unified School District. This being the case, any involvement of SFPD in student discipline would be in violation of the MOU.

*Action Item 1.5.2 relating to establishing a residency requirement for sworn members, cannot be implemented on the advice of our City Attorney; however, the Department has instituted an aggressive recruitment campaign to ensure staffing levels reflect the diversity of the city's population.

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Pillar One: Building Trust & Legitimacy

Building trust and nurturing legitimacy on both sides of the police/citizen divide is not only the first pillar of this task force's report but also the foundational principle underlying this inquiry into the nature of relations between law enforcement and the communities we serve.

"Procedurally Just" behavior is based on four central principles:

1. Treating people with dignity and respect
2. Giving individuals 'voice' during encounters
3. Being neutral and transparent in decision making
4. Conveying trustworthy motives

These foundational principles of policing that prioritize trust and legitimacy are grounded in Plato's The Republic and explained in clear detail by Sir Robert Peel in his "Principles of Modern Policing" authored in 1829, which are as true today as they were when they were first published. Our goal is to return to these guiding principles, seek to understand the depth and breadth of their implications in our day-to-day work in all ranks and assignments within the organization, and ensure policies, practices, and expectations are aligned with these principles (a version of these principles is printed on the back of recruit-officers' desk name-plates issued on the first day of the Academy to serve as guideposts). In addition, a top priority has been placed on creating a healthy culture that values the embodiment of these principles and values. Through a total immersion of the principles of trust and legitimacy within the organization, we will establish ourselves as worthy of the public's trust.

Trustworthiness is a major step toward earning the public's voluntary trust in us. However, we understand that we are not judged by our intentions but by our actions. As people of action, we will demonstrate unconditional respect by meeting the community where they are (a belief system based on inclusion) and not where we think they should be (a belief system based on judgment and exclusion). Being people of character and integrity will enhance relationships in which the community is convinced that officers are honest, unbiased, benevolent, and lawful, and as such, will trust that following the law, cooperating with investigations, and actively problem solving with their law enforcement partners is the right thing to do.

Department policies directly related to this Pillar include:

- SFPD's Statement of Values.
- DGO 1.03: Duties of Patrol Officers
- DGO 1.08: Community Policing
- DGO 2.01: General Rules of Conduct
- DGO 2.04: Complaints against Officers
- DGO 2.07: Discipline Process for Officers
- DGO 5.17: Policy Prohibiting Biased Policing
- DGO 6.13: Prejudiced-Based Incidents
- DGO 8.01: Critical Incident Evaluation & Notification
- DGO 8.10: Guidelines for 1st Amendment Rights
- DB 15-018: Attention to Duty
- DB 13-091: Traffic Stop Data Collection Program Information
- DB 13-258: Standards for Interactions with Transgender Communities

- DB 14-126: Providing Language Access Services for Limited English Proficient Individuals
- Various other DBs that relate/update standing DGOs
- Various manuals

1.1 RECOMMENDATION: Law enforcement culture should embrace a guardian mindset to build public trust and legitimacy. Toward that end, police and sheriffs departments should adopt procedural justice as the guiding principle for internal and external policies and practices to guide their interactions with the citizens they serve.

As Plato wrote, “In a republic that honors the core of democracy – the greatest amount of power is given to those called Guardians. Only those with the most impeccable character are chosen to bear the responsibility of protecting the democracy.”

Law enforcement cannot build community trust if it is seen as an occupying force coming in from outside.

The San Francisco Police Department agrees with this recommendation. The Department has prioritized training in “*Blue Courage: Heart and Mind of a Guardian*.” This personal and professional leadership training inspires officers to embody the noblest of character and unquestioned devotion to the principles that guide the law enforcement profession and develops the guardian mindset through education in the nobility of policing, foundations, respect, and practical wisdom modules.

The concept of guardians in society first appeared with the ancient Greeks. Plato recognized that the democracy was made up of people and that, if left to their own devices, the democracy will be destroyed. It is the guardians who became the protectors of the democracy, who would never do anything to harm it, and would do full-time what all members of society were expected to do. Plato stated, “It does not matter if the cobblers or the masons fail to do their jobs but if the guardians (police officers) fail, the democracy will crumble.”

This concept is best explained in the San Francisco Police Department’s motto, which will be a focal point in the training of guardianship for the Department, “We must be as soft (gold) as the situation allows us to be; we must also be as strong (iron) as the world demands us to be.” During times of great crisis where lives hang in the balance (active shooter incidents, school violence, terrorist attack), we must demonstrate courage by running in while others run out; we must also have the courage, in less critical times, to simply stand up for what is right to ensure that every person regardless of standing knows we are here to act as guardians for all.

In addition to the guardian concept, the Department has adopted policies and procedures to ensure adherence to federal, state, and local mandates in a uniform and balanced manner. Beginning in the Basic Academy, recruits undergo a 32-week training curriculum which includes modules to familiarize the newest members of the Department with these mandates, as well as a variety of courses carefully developed to build public trust such as Ethics, Community Immersion, Implicit Bias/Racial Profiling, and Interpersonal Communications. Additional courses for these officers, as well as for advanced officer/continuing professional training, have been developed to better equip officers to deal with unique and/or critical incidents involving individuals in crisis, including those with mental illness. Children of incarcerated parents also are afforded special consideration under a new Department policy/procedure (DGO 7.04, *Children of Incarcerated Parents*) which is gaining recognition nationally as a best practice in this area.

With a unique and diverse community such as San Francisco, the Department continues to review and develop policies and procedures that go beyond all mandates to build trust and legitimacy.

Through a specialized unit, Professional Standards/Written Directives Unit, these documents are reviewed and updated on a continual basis, and directives routinely are issued to clarify the Department's vision of fair and impartial policing as a guide to promote professional and respectful interactions between members of the community and law enforcement.

1.2 RECOMMENDATION: Law enforcement agencies should acknowledge the role of policing in past and present injustice and discrimination and how it is a hurdle to the promotion of community trust.

The San Francisco Police Department agrees with this recommendation. In the April 2015 San Francisco Peace Officers Association's Journal, distributed to all Department police officers as well as thousands more, in his monthly column admittedly borrowing from FBI Director Comey's speech at Georgetown, Chief Suhr wrote, "Let's begin this difficult conversation by being honest enough to acknowledge that much of law enforcement's history in this country has not been pretty. At many points in American history, most of it before many of the current members of the SFPD had been born; law enforcement enforced the status quo. A status quo that was often brutally unfair to disfavored groups. It was unfair to too many people." Later in the column, he said, "It (law enforcement's history) is our cultural inheritance. We need to remember our mistakes, and we need to learn from them. Those without a knowledge of history are destined to repeat it. One reason we cannot forget our law enforcement legacy is that the people we serve cannot forget it either. It is a hard truth that lives on."

The Department is a participating agency of and our Basic Academy is certified by the California Commission on Peace Officer Standards and Training (POST), with the most recent review of the current curriculum completed in August 2013.

The Department has a Risk Management Division which includes the Internal Affairs Division with two separate sub-units to investigate administrative and criminal allegations involving policy violations by any Department employee. By City Charter, the Office of Citizen Complaints (OCC) investigates allegations of on-duty misconduct by sworn members filed by a member of the community. All serious sustained allegations of misconduct requiring discipline greater than a 10-day suspension, up to and including termination, are presented to the Police Commission for consideration. This checks-and-balance system is designed to build trust with the community by ensuring members of the Department, both sworn and civilian, are held accountable for their actions involving misconduct and policy violations.

1.2.1 ACTION ITEM: The U.S. Department of Justice should develop and disseminate case studies that provide examples where past injustices were publically acknowledged by law enforcement agencies in a manner to help build community trust.

The San Francisco Police Department supports this action item for the Department of Justice and will review any such documents/case studies in an effort to prevent similar incidents from occurring in our jurisdiction.

1.3 RECOMMENDATION: Law enforcement agencies should establish a culture of transparency and accountability in order to build public trust and legitimacy. This will help ensure decision-making is understood and in accord with stated policy.

The San Francisco Police Department agrees with this recommendation. As mandated by the City Charter, Police Commission resolutions, and Department General Orders, the Department submits recurring reports to the Police Commission, and as necessary, to the Board of Supervisors. This includes status of disciplinary investigations, participation in specified joint task forces (i.e., Joint Terrorist Task Force), officer-involved shooting and discharge incidents, in-custody deaths, status on the early intervention system (EIS), enforcement of activities relating to the First Amendment, and efforts to meet the needs of limited-English speaking individuals.

One example of this would be Police Commission Resolution 97-04 which requires the Department to prepare monthly reports and post the information on our website relating to the status of all sustained complaints investigated by IAD and/or OCC submitted to the Chief of Police for review and determination of appropriate action. Additional information required to be posted by this Resolution include OCC cases pending review or decided by the Chief of Police. The Department ensures this information is updated and reported as required.

In addition, in an effort to maintain transparency and trust, command staff responds to the scene of officer-involved shootings and in-custody deaths to best understand what took place and why. It also affords command staff with the ability to check on the well-being of the involved officers and to address media as soon as feasible. Moreover, a community meeting is proactively called by the Department, in the neighborhood where the incident occurred, to continue and enhance the relationship of trust by engagement, dialogue, and inclusion.

The Department, as a whole and individual district stations/units, maintains social media platforms including websites, Twitter, and FaceBook pages as a means to communicate with the public in real-time to foster interactive and positive relations.

1.3.1 ACTION ITEM: To embrace a culture of transparency, law enforcement agencies should make all departmental policies available for public review and regularly post on the department's website information about stops, summonses, arrest, reported crime, and other law enforcement data aggregated by demographics.

The San Francisco Police Department agrees with this action item. The Department currently posts all Department General Orders on our website and posts reported crime (Uniform Crime Data, CompStat), arrests, press releases relating to arrests, and traffic citation issued. The goal is to augment this information with additional data of interest once an upgrade to our records management systems and data collection process is complete.

1.3.2 ACTION ITEM: When serious incidents occur, including those involving alleged police misconduct, agencies should communicate with citizens and the media swiftly, openly, and neutrally, respecting areas where the law requires confidentiality.

The San Francisco Police Department agrees with this action item. The Department believes in an open-communication strategy. For example, within 10 days of an officer-involved shooting resulting in a fatality (usually within 48-hours), a town-hall type discussion is held by the Chief of Police at a location within the affected community to provide whatever information can be provided with regard to the incident, answer any questions, and/or address concerns the public

may have. Another example is the Community Police Advisory Board (CPAB) maintained at each police district station which is comprised of volunteers from the surrounding neighborhoods. The CPABs meet at least once a month with the captain to discuss issues directly impacting their community. More active CPAB groups work directly with the captain and have developed programs and safety campaigns to positively impact concerns and crime in their district

1.4 RECOMMENDATION: Law enforcement agencies should promote legitimacy internally within the organization by applying the principles of procedural justice.

The San Francisco Police Department agrees with this recommendation. The Department believes that the principles of procedural justice apply to police officers not just community members. Officers are expected to use the tenants of procedural justice in interactions with the public, but it is also important in how the Department interacts with its own members.

The Chief of Police meets weekly with members of the command staff to ensure open communication is maintained and each week begins with an understanding of what we hope to accomplish during the week and beyond. In addition, the Chief meets monthly with all captains and quarterly with lieutenants to share this vision with front-line supervisors and to discuss ideas on ways to augment and/or improve upon it. Command staff, including the Chief, routinely participates in station line-ups and staff meetings of both sworn and civilian members to solicit ideas and to garner support for our overall objective(s).

Through the Blue Courage curriculum, Department members are encouraged to have the courage to implement these concepts inside and outside the Department. This curriculum is intended to be a roadmap to promote internal legitimacy through the “culture” module, which discusses the powerful effect culture has on us, the positive and negative aspects of the police culture, and a strategy to make positive changes to both formal and informal culture.

1.4.1 ACTION ITEM: In order to achieve internal legitimacy, law enforcement agencies should involve employees in the process of developing policies and procedures.

The San Francisco Police Department agrees with this action item. Employees, both sworn and civilian, are routinely tasked with assisting in drafting policies and procedures in which they are knowledgeable and considered an expert. As part of this policy development and review procedure, a concurrence process has been established by which pending policies (new and/or changes to existing documents) are reviewed by stakeholders, legal advisors, and supervisors within the Department to ensure compliance with existing policies, laws, and mandates. Further, the Chief personally visits all 10 district stations, the Airport Bureau, and the various sub-units and specialty details hearing directly from both civilian and sworn personnel. Anyone with an idea is offered the opportunity to be a part of a working group to develop policies and procedures.

An example of involving employees in developing policies was evident during the drafting of the body worn camera policy. A working group was formed with Department members, community stakeholders, and other public safety agencies, including representatives from each of the various labor groups/association.

1.4.2 ACTION ITEM: Law enforcement agency leadership should examine opportunities to incorporate procedural justice into the internal discipline process, placing additional importance on values adherence rather than adherence to rules. Union leadership should be partners in this process.

The San Francisco Police Department agrees with this action item. The Department utilizes a progressive disciplinary model that is fair and reasonable and adheres to the established memorandum of understanding with each employee representation group (unions, associations). Members and their representatives have ample opportunity to respond to and address areas of concern with not only discipline cases, but as part of the evaluation and early intervention system (EIS) protocol.

“Values adherence” over “rules adherence” is not only a critical concept to internal and external legitimacy, but is enumerated in our founding principles of Due Process in the 14th Amendment to the US Constitution. We educate all police officers, regardless of rank, that internally and externally, personally and professionally, we must consistently do the right thing, at the right time, with the right person, for the right reasons in spite of what is expected, required, or rewarded.

1.5 RECOMMENDATION: Law enforcement agencies should proactively promote public trust by initiating positive non-enforcement activities to engage communities that typically have high rates of investigative and enforcement involvement with government agencies.

The San Francisco Police Department agrees with this recommendation. Community policing is Department policy and is interwoven into everything we do, especially in areas of the city historically underserved, which sadly also have disproportionately experienced a high rate of crime and victimization over the years. Every recruit class works four hours a month on-duty and four hours a month volunteering in youth-related settings throughout the city.

An example of tremendous community engagement relating to this recommendation is displayed by the officer assigned to the Boys and Girls Club’s Willie Mays Clubhouse on Hunter’s Point Hill, whose sole duty is to interact with the children who live in the neighborhood and frequent this facility. This officer has built such trust that parents have allowed him to take a delegation of students to Ghana, Africa, annually (Operation Genesis) as an ultimate team building/life changing experience.

In an effort to further build positive relationships and increase opportunity, especially with youth, resources are dedicated to existing, as well as recently established programs and initiatives including but not limited to; Future Grads/Paid Summer Internships, Police Athletic League, outdoor activities (Wilderness, Sailing, Sandlot), afterschool programs at neighborhood parks (Garfield, Herz, Boeddeker), Safe Streets/Safe Passages, and career fairs.

Another example includes the efforts of officers assigned to the housing developments throughout the city to establish legitimacy and trust in all they do. These officers read to grammar school students that are one to three years behind in their abilities through the Reading Partners program hoping to build a trusting relationship that will last a lifetime. The Department also raises money (public/private) and arranges summer employment (Future Grads, Garden Project, Project Pull, and Police Cadets, for approximately 300 young people as part of our effort to encourage students to stay in school and graduate high school job/college ready. The Department also partners and participates in events that involve community

organizations and local businesses which cater to at-risk youth including the Boys and Girls Club, Alive and Free; Omega Boys Club, Center for Youth Wellness, Janet Pomeroy Center, B-Magic/Mo' Magic, United Playaz, Peace Hoops, and the Mission Education Projects, Inc.

In a recent partnership program introduced in 2015, the Community Safety Internship (CSI), program worked with officers and community members to recommend on how trust could be built/strengthened between the Department and the community, especially youth. The participants attended Police Commission meetings, reviewed the Department's policies and procedures, and toured the various divisions/units to get an overview of how a law enforcement agency operates. At the beginning of the program, the interns had reservations, mostly negative, about the police. By the end of the program, most reported that their perceptions of law enforcement had changed to be more positive based on what our Department is currently doing in the community. Through interactions with the interns, Department members also expressed a better understanding of why some community members have a negative view of the police and how they can change/alter their behavior to achieve a more positive image.

1.5.1 ACTION ITEM: In order to achieve external legitimacy, law enforcement agencies should involve the community in the process of developing and evaluating policies and procedures.

The San Francisco Police Department agrees with this action item. As mandated by City Charter, the Department is overseen by a civilian Police Commission and collaborates with the Office of Citizen Complaints, and as such, input regarding policies and procedures from these governing agencies is required. In addition, when updating policies and procedures directly impacting a specific group within the community, the Department forms an advisory group consisting of outside agencies and non-profit organizations which specialize in the specific area of concern.

Two recent policies, Children of Incarcerated Parents and Officer-Involved Domestic Violence Incidents, were conceived, drafted, reviewed, and approved by experts in these fields (e.g., Children from "Project WHAT" whose parents were arrested in their presence) as an effort to not only better serve those most affected by these incidents, but to ensure the support of the advocate groups which provide services affected individuals. As mentioned in an earlier item 1.4.1, a working group was formed with Department members, community stakeholders, and other public safety agencies, including representatives from each of the various labor groups/association in the drafting of the body worn camera policy.

1.5.2 ACTION ITEM: Law enforcement agencies should institute residency incentive programs such as Resident Officer Programs.

The San Francisco Police Department had a residency requirement until the mid-1980s when it was determined that the requirement was an impediment to hiring the most diverse workforce. This being the case, the SFPD does not currently have a residency incentive program. The City and County of San Francisco, by order of the Mayor, does encourage City departments to hire local residents. In any case, the Department recently reinstated the part-time paid police cadet program (civilians) with a goal of encouraging local college students to pursue a career in law enforcement. Further, our recruitment efforts target our city's schools, as an overwhelming majority of students are city residents, with an emphasis in low-income communities throughout the city as we are committed to being a Department that looks like San Francisco for all San Franciscans.

1.5.3 ACTION ITEM: Law enforcement agencies should create opportunities in schools and communities for positive, non-enforcement interactions with police. Agencies should also publicize the beneficial outcomes and images of positive, trust-building partnerships and initiatives.

The San Francisco Police Department agrees with this action item. The Department recently entered into a new Memorandum of Understanding with the San Francisco Union School District by working with the Youth Commission, students, advocates, and the school district that prescribes how interactions on campus with the Department are to be undertaken. In addition, the Chief, as well as School Resource Officers and others, regularly reads to students at local elementary schools. As part of the Future Grads program, the Chief, along with a group of professionals, speaks to middle/high schools about the importance of staying in school and graduating high school job/college ready. As part of his presentation, The Chief encourages the students to contact the Department for assistance in obtaining summer employment in an area that interests them so they know why they are in school and what might await them with a successful completion of their coursework.

Additionally, the Department established the Youth and Community Engagement Unit to oversee a variety of outreach and community engagement activities. District station captains, in conjunction with their Community Police Advisory Boards and local organizations, develop programs and safety initiatives within their respective communities.

Since 1976, the Department has partnered with the San Francisco Safety Awareness for Everyone (SF SAFE) to provide additional community awareness, safety programs, and public safety campaigns throughout the city. Some examples include Neighborhood Watch/Business Watch, residential security surveys, SAFE Kids, and the AED in every car initiative. SF SAFE coordinates the annual Chinese Lunar New Year Extortion and Crime Prevention media event and is integral to the Department's participation in the annual National Night Out crime prevention events.

1.5.4 ACTION ITEM: Use of physical control equipment and techniques against vulnerable populations – including children, elderly persons, pregnant women, people with physical and mental disabilities, limited English proficiency, and others – can undermine public trust and should be used as a last resort. Law enforcement agencies should carefully consider and review their policies towards these populations and adopt policies if none are in place.

The San Francisco Police Department agrees with this action item. Department policy, as well as training and instruction, outlines exactly when and how force is to be used, and more importantly, what level of force is allowable in situations (including a prohibition of using deadly force in instances where a person is only a danger to themselves), especially involving certain vulnerable populations. In addition to use-of-force protocols, the Department has established policies for interacting with unique populations including specialized training, such as the Crisis Intervention Team (CIT), and maintaining an extensive list of over 465 certified language translators.

The Chief recently issued a department bulletin reminding officers to be aware of the ways by which one could avoid "the lawful but awful" use of force, especially when involved in critical incidents involving a person who is in crisis but is not a threat to anyone other than him/herself.

By creating time, distance, and rapport with the person, such use-of-force situations, which are sometimes deadly, can be avoided.

1.6 RECOMMENDATION: Law enforcement agencies should consider the potential damage to public trust when implementing crime-fighting strategies.

The San Francisco Police Department agrees with this recommendation. The Department is aware and considers potential damage to public trust when developing strategies to combat crime through targeted enforcement activities. Staff works with other City departments, including the Mayor's Office of Violence Reduction, when responding to violent crime trends, especially homicides. Strategies and response to these trends are drafted with input from all stakeholders and resources are deployed to avert future criminal activity. Community meetings are held to discuss these strategies before, during, and after engagement; absent certain tactical enforcement strategies that cannot be shared.

1.6.1 ACTION ITEM: Research conducted to evaluate the effectiveness of crime fighting strategies should specifically look at the potential for collateral damage of any given strategy on community trust and legitimacy.

The San Francisco Police Department agrees with this action item. Crime-fighting strategies are tracked and evaluated for efficiency. Staff reviews the strategies specifically for elements that might result in damage to community trust and legitimacy.

1.7 RECOMMENDATION: Law enforcement agencies should track the level of trust in police by their communities just as they measure changes in crime. Annual community surveys, ideally standardized across jurisdictions and with accepted sampling protocols, can measure how policing in that community affects public trust.

The San Francisco Police Department agrees with this recommendation. The San Francisco Chamber of Commerce conducts an annual survey of City services. The City Controller's Office publishes a city survey report every two years that covers city services provided, including the police department. As part of the Community Safety Internship (CSI) program, participating youth conducted surveys measuring community trust and made policy recommendations as a result of the input.

1.7.1 ACTION ITEM: The Federal Government should develop survey tools and instructions for use of such a model to prevent local departments from incurring the expense and to allow for consistency across jurisdictions.

The San Francisco Police Department supports this action item for the Federal Government.

1.8 RECOMMENDATION: Law enforcement agencies should strive to create a workforce that contains a broad range of diversity including race, gender, language, life experience, and cultural background to improve understanding and effectiveness in dealing with all communities.

The San Francisco Police Department agrees with this recommendation. San Francisco is a very unique and diverse community and requires a smart, thoughtful police department that looks like and can communicate with the community we serve. Over the last 25 years, the demographics of the sworn members of the Department have very closely mirrored the community it serves. That said, with the dramatic increase in the Asian population in San

Francisco over the last several years, the Department needs to make greater inroads in recruitment within the Asian Community; particularly with regard to Asian females. The Department's civilian staff has a larger number of both Asians and females; however, our sworn numbers need to increase in both demographics. Our Recruitment Unit is very proactive utilizing a variety of outreach campaigns (banner, bus signs, and advertisements to name a few).

The goal of the Department is to attract diverse and qualified candidates for a smart thoughtful, well-rounded workforce that looks like and can speak to the residents and visitors of San Francisco. Staff attends recruitment events at local schools and colleges throughout the western United States, as well as at local cultural events in diverse neighborhoods such as the Cherry Blossom Fair, Chinese New Year, Juneteenth, Martin Luther King, Jr. Day, Carnival, and other parades, and festivals sponsored by all neighborhoods within the city. In fact, at the end of this summer's recent Community Safety Internship (CSI) program, a few of the eligible youth, predominately youth of color from public housing, applied to join the part-time Police Cadet program.

1.8.1 ACTION ITEM: The Federal Government should create a Law Enforcement Diversity Initiative designed to help community's diversity law enforcement departments to reflect the demographics of the community.

The San Francisco Police Department supports this action item for the Federal Government.

1.8.2 ACTION ITEM: The department overseeing this initiative should help localities learn best practices for recruitment, training, and outreach to improve the diversity as well as the cultural and linguistic responsiveness of law enforcement.

The San Francisco Police Department supports this action item for the Federal Government.

1.8.3 ACTION ITEM: Successful law enforcement agencies should be highlighted and celebrated and those with less diversity should be offered technical assistance to facilitate change.

The San Francisco Police Department supports this action item for the Federal Government.

1.8.4 ACTION ITEM: Discretionary federal funding for law enforcement programs could be influenced by that department's efforts to improve their diversity and cultural linguistic responsiveness.

The San Francisco Police Department supports this action item for the Federal Government.

1.8.5 ACTION ITEM: Law enforcement agencies should be encouraged to explore more flexible staffing models.

The San Francisco Police Department agrees with this action item. Memorandum of Understandings with employee groups, as well as City policies, provide guidelines/govern the hours/shifts members are scheduled to work. That said, management prerogative can allow for flexible schedules based on needs and best community/Department interest – with supervisor's approval.

1.9 RECOMMENDATION: Law enforcement agencies should build relationships based on trust with immigrant communities. This is central to overall public safety.

The San Francisco Police Department agrees with this recommendation. The City and County of San Francisco has been a sanctuary city for over 30 years. Members of the Department are prohibited, by policy, from inquiring as to anyone's status in this country. The Department strictly adheres to our policies and procedures when interacting with our immigrant community. Additionally, the City has a Language Access Ordinance which requires all departments to not only provide translation services to limited-English speaking customers, but to track when services are requested and provided, as well as ways in which services could be improved. All departments are audited each year and must complete a Language Access Ordinance compliance report by the end of the year.

The Department fosters partnerships with community organizations which provide specialized services to immigrant communities. Public safety campaigns are developed for immigrant communities who have been historically targeted by criminal elements. Liaisons to the different immigrant communities are assigned to and attend cultural events, meetings, and life events such as weddings, graduations, and funerals. The Department is sympathetic to all victims of crimes, and has established policies to assist immigrants and those who are limited-English speaking, including leading the country in the support of the issuance of U-Visas.

In the past, the Department had 10 Chief's community forum groups; African American, Arab American, Asian Pacific Islander, Business, Hispanic, Interfaith, LGBT, Young Adults, Youth, and Youth Providers. Although the Interfaith and LGBT Forum continue today, due to a lack of participation with the volunteer members of the groups, several of these forums are not what they once were. The Chief is re-introducing the forums that had lapsed while remaining committed to continued participation in existing forums.

1.9.1 ACTION ITEM: Decouple federal immigration enforcement from routine local policing for civil enforcement and non-serious crime.

The San Francisco Police Department supports this action item for Federal Government consideration.

1.9.2 ACTION ITEM: Law enforcement agencies should ensure reasonable and equitable language access for all persons who have encounters with police or who enter the criminal justice system.

The San Francisco Police Department agrees with this action item. Through the City's Language Access Ordinance, this goal is achieved for not only victims and witnesses of crimes, but for all those who enter the criminal justice system. In addition, the Department has policies and procedures, including DGO 5.20, *Language Access Services for Limited English Proficient Persons*, that provides specific guidelines that must be followed when encountering limited-English speaking persons.

1.9.3 ACTION ITEM: U.S. Department of Justice should remove civil immigration information from the FBI's National Crime Information Center Database.

The San Francisco Police Department supports this action item for the Department of Justice.

Pillar Two: Policy and Oversight

2.1 RECOMMENDATION: Law enforcement agencies should collaborate with community members to develop policies and strategies in communities and neighborhoods disproportionately affected by crime for deploying resources that aim to reduce crime by improving relationships, greater community engagement, and cooperation.

The San Francisco Police Department agrees with this recommendation. The Department fully believes that by working in collaboration with various organizations, communities, and neighborhoods, strong and lasting partnerships are formed. Through these partnerships, there will not only be a reduction in crime, but a sense of ownership and accountability for the quality of life within one's neighborhood. By engaging residents and soliciting input on a variety of issues and concerns relating to specific neighborhoods at every level within the organization, from the Chief's Community Advisory Forums to the district station Captains Police Advisory Boards (CPAB), we get to a better place with the communities we serve. The San Francisco Police Department is proud of the relationships and trust which have been developed and continues to reach out to all communities to ensure everyone is part of the effort to make our city safe.

The foundational relationship-building principle found in Pillar Two that must be taught, nurtured, developed, supported by the culture, and employed in every contact with the public that will improve community relationships, engagement, and cooperation (as well as increase officer safety and effectiveness), is respect. Respect is an active process of non-judgmentally engaging others from different backgrounds in a manner that increases our awareness and effectiveness and esteems both the officer and the public so that we can create a new, inclusive, community building, "us." Regardless of all of the things that make us "different" from any particular community, respect is best demonstrated by embodying the principle: "You don't have to be one of the community, to stand with the community" – and become our community.

Department policies relating to this Pillar include:

- DGO 2.01: General Rules of Conduct
- DGO 2.04: Complaints against Officers
- DGO 2.07: Discipline Process for Officers
- DGO 3.10: Firearms Discharge Review Board
- DGO 3.18: Performance Improvement Plan
- DGO 3.19: Early Intervention System
- DGO 5.01: Use of Force
- DGO 5.02: Use of Firearms
- DGO 5.17: Policy Prohibiting Biased Policing
- DGO 6.13: Prejudiced-Based Incidents
- DGO 6.20: Member-Involved Domestic Violence
- DGO 8.01: Critical Incident Evaluation & Notification
- DGO 8.09: Media Relations
- DGO 8.10: Guidelines for 1st Amendment Rights
- DGO 8.11: Investigation of Officer Involved Shootings & Discharge
- DGO 8.12: In-Custody Deaths
- DB 15-018: Attention to Duty

- DB 13-024: Background Clearance Protocol for All Department Members, Sworn and Civilian
- DB 13-091: Traffic Stop Data Collection Program Information
- DB 13-258: Standards for Interaction with Transgender Communities

2.1.1 ACTION ITEM: The Federal Government should incentivize this collaboration through a variety of programs that focus on public health, education, mental health, and other programs not traditionally part of the criminal justice system.

The San Francisco Police Department supports this action item for the Federal Government.

2.2 RECOMMENDATION: Law enforcement agencies should have comprehensive policies on the use of force that include training, investigations, prosecutions, data collection, and information sharing. These policies must be clear, concise, and openly available for public inspection.

The San Francisco Police Department agrees with this recommendation. The Department has policies and procedures specific to the Use of Force (DGO 5.01), as well as other directives that overlap which come into play following an incident in which force is used; i.e., firearms discharge, general rules of conduct. The training on the use of force encompasses and exceeds federal and state mandates and guidelines, as well as requirements specific to San Francisco. This training is not only required at the basic academy, but is part of the ongoing continued and professional training required of veteran officers. Each use-of-force incident must be documented, the report reviewed by a supervisor, and logged into the “Use of Force” log. Use-of-force logs are shared with the Office of Citizen Complaints on a bi-monthly basis. Any possible unnecessary use of force requires the supervisor to report the incident to the commanding officer and an investigation be initiated. All use-of-force documentations go through a review process that includes the Risk Management Division and the Training Division.

2.2.1 ACTION ITEM: Law enforcement agency policies for training on use of force should emphasize de-escalation and alternatives to arrest or summons in situations where appropriate.

The San Francisco Police Department agrees with this action item. Current Department policies and procedures emphasize not only when the use of force is allowed, but what level of force, if any, is appropriate in a situation. (Department Bulletin 13-120 prohibits using deadly force in instances where a person is only a danger to themselves.) These policies stress the priority of the Department to have the highest regard for the dignity of all persons with minimal reliance on the use of physical force. Officers are trained on the importance of the de-escalation of a situation and then guidelines are provided as to the scale of options available in order of increasing severity; verbal persuasion, physical control, liquid chemical agent, carotid restraint, baton, firearm. The policy is clear, and the training reflects this directive – only the minimum force necessary to make an arrest is justified. Officers must use the minimum amount of force to make an arrest and are trained in such a manner. Policies and procedures relating to the use of force are reviewed on a continuous basis to ensure all changes to existing laws and mandates are included. The Department is in the process of establishing policy (Department General Order) relating to the CIT program that will incorporate all directives pertaining to people in crisis and when the use of force is allowed.

2.2.2 ACTION ITEM: These policies should also mandate external and independent criminal investigations in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

The San Francisco Police Department agrees with this action item. Any use of lethal force by a San Francisco police officer whether resulting in death, injury, or no injury is investigated by the criminal investigators of the Department. A second independent City and County office, the Office of the District Attorney, conducts a parallel criminal investigation to ensure a thorough, independent, and objective investigation of any officer-involved shooting, regardless of the outcome (death, injury, no injury) of an officer's use of deadly force. This is the same process for any in-custody death where a use of force was involved.

This dual investigative process is mirrored administratively. The Department's Internal Affairs Division conducts a personnel investigation, and the civilian-staffed Office of Citizen Complaints (OCC) separately responds to these incidents and conducts independent administrative investigations in accordance with the City Charter. Civilian review is integrated into final case disposition, with the OCC and Police Commission receiving updates and briefings regarding the development of Department investigations and participating in review boards that consider findings and recommendations in these cases.

2.2.3 ACTION ITEM: The task force encourages policies that mandate the use of external and independent prosecutors in cases of police use of force resulting in death, officer-involved shootings resulting in injury or death, or in-custody deaths.

The San Francisco Police Department agrees with this action item. The Office of Citizen Complaints and the District Attorney's Office (County Prosecutor), both external and independent investigative bodies, have established policies and procedures for their respective investigations. OCC's authority includes the power to file disciplinary charges against an officer before the Police Commission. However, OCC does not have the authority to file criminal charges (as does the District Attorney's Office) against an officer, and thus, does not act as an external prosecutor.

2.2.4 ACTION ITEM: Policies on use of force should also require agencies to collect, maintain, and report data to the Federal Government on all officer-involved shootings, whether fatal or nonfatal, as well as any in-custody death.

The San Francisco Police Department agrees with this action item. The Department currently collects and maintains very detailed records on all officer-involved shootings, whether fatal or nonfatal, and in-custody deaths, and reports the findings to the Police Commission.

2.2.5 ACTION ITEM: Policies on use of force should clearly state what types of information will be released, when, and in what situation, to maintain transparency.

The San Francisco Police Department agrees with this action item. The Department complies with all federal and state public record laws, as well as the San Francisco Sunshine Ordinance.

2.2.6 ACTION ITEM: Law enforcement agencies should establish a Serious Incident Review Board comprising sworn staff and community members to review cases involving officer involved shootings and other serious incidents that have the potential to damage community trust or confidence in the agency. The purpose of this board

should be to identify any administrative, supervisory, training, tactical, or policy issues that need to be addressed.

The San Francisco Police Department agrees with this action item and has such a board in place. Although not called the “Serious Incident Review Board,” the Department has a Firearms Discharge Review Board (FDRB) that includes a Police Commissioner (civilian) and a member of the Office of Citizen Complaints (civilian) who review officer-involved shooting/discharge incidents that have the potential to damage community trust or confidence in the agency. The Police Commission requests/receives reviews of serious and/or critical incidents that might/have caused damage to community trust. The Department prepares a report/review and presents at a scheduled public Police Commission Meeting.

The Department also has an In-Custody Death Review Board which mirrors the executive/citizen review process covered in the FDRB process. This board reviews the criminal and investigative findings regarding an officer’s actions during an in-custody death where a use of force was involved. Policy, training, tactics, and supervision/administration issues are part of this total investigative review. Investigation-derived recommendations are forwarded for consideration by the board, and the board may put forth its own recommendations or findings.

2.3 RECOMMENDATION: Law enforcement agencies are encouraged to implement non-punitive peer review of critical incidents separate from criminal and administrative investigations.

The San Francisco Police Department agrees with this recommendation. The Department requires officers involved in serious incidents to attend several debriefings during the investigative process, a recommendation put forth through the review board of a recently completed officer-involved shooting investigation. A non-punitive, confidential process, driven by the Training Division, that promotes candid dialogue of lessons learned that would then be integrated into training is in development.

2.4 RECOMMENDATION: Law enforcement agencies are encouraged to adopt identification procedures that implement scientifically supported practices that eliminate or minimize presenter bias or influence.

The San Francisco Police Department agrees with this recommendation. Valid eyewitness identification is vital to solving crime and convicting the persons responsible for specific crimes. As such, the Department continues to review and update all policies and procedures related to the identification of suspects to increase reliability and to ensure all bias is eliminated. For example, we do consecutive photo line-ups versus photo spreads and “double blind physical line-ups” which are both best practices in reducing false positive identifications of suspects. Additionally, our Crime Lab personnel recently received Implicit Bias training from an internationally renowned expert in the field in an effort to guard against bias in our practices in the lab.

2.5 RECOMMENDATION: All federal, state, local, and tribal law enforcement agencies should report and make available to the public, census data regarding the composition of their departments including race, gender, age, and other relevant demographic data.

The San Francisco Police Department agrees with this recommendation. The Department tracks the demographics of staff on a monthly basis. The Department reports this information upon request.

2.5.1 ACTION ITEM: The Bureau of Justice Statistics should add additional demographic questions to the Law Enforcement Management and Administrative Statistics (LEMAS) survey in order to meet the intent of this recommendation.

The Department supports this action item for the Bureau of Justice Statistics.

2.6 RECOMMENDATION: Law enforcement agencies should be encouraged to collect, maintain, and analyze demographic data on all detentions (stops, frisks, searches, summons, and arrests). This data should be disaggregated by school and non-school contacts.

The San Francisco Police Department agrees with this recommendation. We do not practice “stop and frisk” in San Francisco. All “stops” are based on reasonable suspicion and all “searches” are for (articulable) officer’s safety sake. The San Francisco Police Department collects demographic data related to traffic stops, citations, and arrests.

The Department is modifying current systems to enable the collection of data associated with traffic stops, detentions, and field interviews. The Department currently is reviewing not only the data collection process, but the records management systems used to store and extract the data to ensure the accuracy of the systems.

The Department’s goal is to have all systems upgraded by 2017 in order to comply with the recently passed City ordinance mandating the collection of data during encounters including traffic stops, pedestrian detentions, and field interview cards. This legislation requires officers to state the reason for the detention, the legal basis for the detention, if/what type of search (if any) was done during the detention, and the disposition (warning, citation, arrest, release). It also requires officers to record the race or ethnicity, sex, and the approximate age of all individuals subject to the detention. In addition, as part of the collection process, the officer’s name and star number and the location of the detention must be recorded. The Department will report the data at intervals established by the legislation.

The School Resource Officer program collects and reports to the School Board information related to incidents occurring on campus.

2.6.1 ACTION ITEM: The Federal Government could further incentivize universities and other organizations to partner with police departments to collect data and develop knowledge about analysis and benchmarks as well as to develop tools and templates that help departments manage data collection and analysis.

The San Francisco Police Department agrees with this action item for the Federal Government. The Department currently has an information technology staff, as well as a Crime Analysis Unit, responsible for data collection and analysis. Our records management system and the current project of upgrading the system is ongoing.

The City’s Office of the Controller has assisted in performing benchmark studies of different operations of the Department in the past. As other entities are made available to further assist us in our efforts, we would welcome such assistance.

2.7 RECOMMENDATION: Law enforcement agencies should create policies and procedures for policing mass demonstrations that employ a continuum of managed tactical resources that are designed to minimize the appearance of a military operation and avoid using provocative tactics and equipment that undermine civilian trust.

The San Francisco Police Department agrees with this recommendation. With the unique environment of the City of San Francisco, the Department has extensive policies and procedures in place that employ a continuum of managed tactical resources during any type of demonstration, including ones considered “mass.”

To best ensure the protection of First Amendment rights, the Department has protocols for planned and unplanned demonstrations. The level of staffing and the appropriate type of equipment to be used/not used are carefully considered and documented through the issuance of operation orders. The Department continually monitors public information disseminated regarding planned and unplanned demonstrations to determine the potential level of threat to the public and to update operation orders accordingly.

The San Francisco Police Department always hopes to achieve our objective(s) through engagement and cooperation. The SFPD never uses intimidation to achieve our objective. Even the wearing of certain equipment (helmets, shields, etc) that might escalate a situation is balanced against the legitimate need for our officers to be as safe as possible from potential attacks before such protective equipment is ordered to be worn. We always attempt to achieve our goal(s) through outreach to demonstration organizers, building a relationship of trust with the community, and the careful planning and extensive training. Specialized teams, as well as of front-line officers, know that a rapid decisive (measured) response to mass demonstrations will make for the minimum amount of personnel/equipment necessary to best ensure public and officer safety while, at the same time, facilitate the planned/unplanned action.

2.7.1 ACTION ITEM: Law enforcement agency policies should address procedures for implementing a layered response to mass demonstrations that prioritize de-escalation and a guardian mindset.

The San Francisco Police Department supports this action item.

2.7.2 ACTION ITEM: The Federal Government should create a mechanism for investigating complaints and issuing sanctions regarding the inappropriate use of equipment and tactics during mass demonstrations.

The San Francisco Police Department supports this action item for the Federal Government.

2.8 RECOMMENDATION: Some form of civilian oversight of law enforcement is important in order to strengthen trust with the community. Every community should define the appropriate form and structure of civilian oversight to meet the needs of that community.

The San Francisco Police Department agrees with this recommendation. The Police Commission, by City Charter, was formed as a civilian oversight of the San Francisco Police Department. Members of the Police Commission are appointed by the Mayor (4) and the Board of Supervisors (3) and serve for a term of four years at which time, they can be reappointed.

The San Francisco Office of Citizen Complaints (OCC) is a civilian-staffed City agency created by a charter amendment adopted by voters in 1982. OCC receives, investigates, and makes findings on civilian complaints of misconduct, including acts and omissions, by sworn members of the Department. Where OCC sustains one or more allegations against one or more officer in a given case, the case can be decided by the Chief of Police or the Police Commission.

The factors governing whether the Police Commission hears a case that OCC has sustained include the severity of misconduct and potential discipline, complexity of issues presented, degree of public interest in the matter, and OCC recommendation to the Chief of Police as to forum (Chief or Commission). The OCC Director may file charges with the Police Commission after meeting and conferring with the Chief of Police.

OCC performs four distinct functions: 1) investigates complaints and makes findings on those complaints; 2) mediates complaints; 3) analyzes police policies and practices; and 4) performs community outreach.

2.8.1 ACTION ITEM: The U.S. Department of Justice, through its research arm, the National Institute of Justice (NIJ), should expand its research agenda to include civilian oversight.

The San Francisco Police Department supports this action item for the Federal Government.

2.8.2 ACTION ITEM: The U.S. Department of Justice's Office of Community Oriented Policing Services (COPS Office) should provide technical assistance and collect best practices from existing civilian oversight efforts and be prepared to help cities create this structure, potentially with some matching grants and funding.

The San Francisco Police Department supports this action item for the Department of Justice.

2.9 RECOMMENDATION: Law enforcement agencies and municipalities should refrain from practices requiring officers to issue a predetermined number of tickets, citations, arrests, or summonses, or to initiate investigative contacts with citizens for reasons not directly related to improving public safety, such as generating revenue.

The San Francisco Police Department agrees with this recommendation. Note: It is against the California Vehicle Code to establish quotas relating to traffic violations.

2.10 RECOMMENDATION: Law enforcement officers should be required to seek consent before a search and explain that a person has the right to refuse consent when there is no warrant or probable cause. Furthermore, officers should ideally obtain written acknowledgement that they have sought consent to a search in these circumstances.

The San Francisco Police Department agrees with this recommendation. Absent a warrant, probable cause, or articulable officer safety's sake, officers are required to obtain written consent prior to a search by completing SFPD Form 468 or by verbally recording the individual's permission. The Department follows all applicable laws, including the 4th Amendment, and court decisions in regard to consent searches.

2.11 RECOMMENDATION: Law enforcement agencies should establish search and seizure procedures related to LGBTQ and transgender populations and adopt as policy the recommendation from the President’s HIV/AIDS Task Force to cease using the possession of condoms as the sole evidence of vice.

The San Francisco Police Department agrees with this recommendation. In order to ensure proper search and seizure protocols are followed, the Department has included language in all policies related not only to a person’s gender, but in regard to sexual orientation and gender identity with the issuance of Department Bulletin 13-258. Note: Effective July 2012, the Department ceased using the possession of condoms as evidence of a vice crime(s).

2.12 RECOMMENDATION: Law enforcement agencies should adopt and enforce policies prohibiting profiling and discrimination based on race, ethnicity, national origin, age, gender, gender identity/expression, sexual orientation, immigration status, disability, housing status, occupation, and/or language fluency.

The San Francisco Police Department agrees with this recommendation. The Department has very comprehensive policies and procedures prohibiting the practice of bias-based policing, including DGO 5.17, *Policy Prohibiting Biased Policing*.

2.12.1 ACTION ITEM: The Bureau of Justice Statistics should add questions concerning sexual harassment of and misconduct toward LGBTQ and gender-nonconforming people by law enforcement officers to the Police Public Contact Survey.

The San Francisco Police Department supports this action item for Bureau of Justice Statistics.

2.12.2 ACTION ITEM: The Centers for Disease Control should add questions concerning sexual harassment of and misconduct toward LGBTQ and gender-nonconforming people by law enforcement officers to the National Intimate Partner and Sexual Violence Survey.

The San Francisco Police Department supports this action item for Centers for Disease Control.

2.12.3 ACTION ITEM: The U.S. Department of Justice should promote and disseminate guidance to federal, state, and local law enforcement agencies on documenting, preventing, and addressing sexual harassment and misconduct by local law enforcement agents, consistent with the recommendations of the International Association of Chiefs of Police.

The San Francisco Police Department supports this action item for the US Department of Justice.

2.13 RECOMMENDATION: The U.S. Department of Justice, through the Office of Community Oriented Policing Services and Office of Justice Programs, should provide technical assistance and incentive funding to jurisdictions with small police agencies that take steps towards shared services, regional training, and consolidation.

The San Francisco Police Department supports this recommendation for the US Department of Justice.

2.14 RECOMMENDATION: The U.S. Department of Justice, through the Office of Community Oriented Policing Services, should partner with the International Association of Directors of Law Enforcement Standards and Training (IADLEST) to expand its National Decertification Index to serve as the National Register of Decertified Officers with the goal of covering all agencies with the United States and its territories.

The San Francisco Police Department supports this recommendation for the US Department of Justice.

Pillar Three: Technology & Social Media

Law enforcement agencies and leaders need to be able to identify, assess, and evaluate new technology for adoption and do so in ways that improve their effectiveness, efficiency, and evolution without infringing on individual rights.

Law enforcement agencies face major challenges including determining the effects of implementing various technologies; identifying costs and benefits; examining unintended consequences; and exploring the best practices by which technology can be evaluated, acquired, maintained, and managed. Addressing these technology challenges by using research, accumulated knowledge, and practical experiences can help agencies reach their goals, but law enforcement agencies and personnel also need to recognize that technology is only a tool for doing their jobs; just because you have access to technology does not necessarily mean you should always use it.

Much has been accomplished in the past four years to bring the Department into the 21st Century technologically, beginning with getting Department-wide email for all members in 2011. With our new Crime Data Warehouse (CDW), a state-of-the-art web-based data portal, the Department now has the ability to collect, store, and retrieve incident report data in real time. Upgrades to CDW have been ongoing and will include the ability to more accurately collect data in the field relating to police interactions with the public.

In 2013, we became the only Department to equip all officers in the field with smartphones that included internet access to enhance their ability to communicate and share information while on patrol, including access to our CDW, and local, state, and federal databases for instant identification of individuals through a secure network – Justice Mobile. Several projects to expand the capabilities of the smartphones have been ongoing including replacing the antiquated email system with a migration to Microsoft Office 365 and the ability to track school maps, contacts, and operations plans that would be available to all officers instantly in the event of an active shooter incident at a school.

An electronic citation pilot project has been in place for approximately one year at our Traffic Division. Within the next 18 months, an eCitation program that will allow citations, Certificates of Release (from detention) and Field Interview Cards to be prepared on smartphones Department-wide as a more reliable real-time method of tracking information and self-initiated activities (on-views) will be in place.

Department policies directly related to this Pillar include:

- DGO 10.08: Use of Computers and Peripheral Equipment
- DGO 10.09: Computer Management Committee
- DB 14-267: Use of Social Media
- DB 14-150: Response to Video Recovery
- DB 13-002: Homeland Security Procedures
- DB 13-105: Tracking Devices
- DB 13-118: Department Email
- DB 13-148: Booking Recording Device Evidence
- DB 13-249: Use of Computers and Peripheral Equipment

3.1 RECOMMENDATION: The U. S. Department of Justice, in consultation with the law enforcement field, should broaden the efforts of the National Institute of Justice to establish national standards for the research and development of new technology. These standards should also address compatibility and interoperability needs both within law enforcement agencies and across agencies and jurisdiction and maintain civil and human rights protections.

The San Francisco Police Department supports this recommendation for the Department of Justice.

3.1.1 ACTION ITEM: The Federal Government should support the development and delivery of training to help law enforcement agencies learn, acquire, and implement technology tools and tactics that are consistent with the best practices of 21st century policing.

The San Francisco Police Department supports this action item for the Federal Government.

3.1.2 ACTION ITEM: As part of national standards, the issue of technology's impact on privacy concerns should be addressed in accordance with protections provided by constitutional law.

The San Francisco Police Department agrees with this action item. Department policies govern the use of any technology and ensures an individual's rights and privacy are maintained.

3.1.3 ACTION ITEM: Law enforcement agencies should deploy smart technology that is designed to prevent the tampering with or manipulating of evidence in violation of policy.

The San Francisco Police Department agrees with this action item. The Department has policies in place to address this concern and puts appropriate guidelines and policies in place prior to introducing new procedures, equipment, or technology. The Department has strict chain-of-custody policies and procedures for all evidence; however, any technology made available to assist with these efforts will be considered. We can always get better.

3.2 RECOMMENDATION: The implementation of appropriate technology by law enforcement agencies should be designed considering local needs and aligned with national standards.

The San Francisco Police Department agrees with this recommendation. As an example, the Department currently is in the process of acquiring body cameras for all sworn personnel. Prior to introducing the cameras in the field, a comprehensive policy is being drafted, which will include input from a variety of stakeholders including community groups, to govern the use, storage, and access/release of video footage. Best practice policies from other law enforcement agencies, as well as from entities such as the American Civil Liberties Union, PERF, and President Obama's Tool Kit, have been reviewed and are being considered for our policy. Any/all such projects undergo an extensive research and implementation phase prior to deployment within the Department.

3.2.1 ACTION ITEM: Law enforcement agencies should encourage public engagement and collaboration, including the use of community advisory bodies, when developing a policy for the use of a new technology.

The San Francisco Police Department agrees with this action item. The Police Commission is charged with setting policy for the Police Department, by City Charter. The Department currently requests permission from a civilian Police Commission before proceeding with a policy/policy change. The public is afforded the opportunity for input and comments during the Commission meeting process. The Commissioners weigh all information, concerns, and issues from the Department, the Office of Citizen Complaints, and the public when making the decision to move forward. The Department does acquire equipment and technology on a smaller scale which does not require Police Commission approval for a department-wide policy.

3.2.2 ACTION ITEM: Law enforcement agencies should include an evaluation or assessment process to gauge the effectiveness of any new technology, soliciting input from all levels of the agency, from line officer to leadership, as well as assessment from member of the community.

The San Francisco Police Department agrees with this action item. By relying on the expertise and knowledge of members, the Department seeks input from all levels of employees in the drafting and implementation of new procedures, equipment, and technology. An example of this would be the amount of input sought from all levels of the agency prior to selecting, appropriating, and issuing smartphones (the right smartphone) to all officers in the field.

3.2.3 ACTION ITEM: Law enforcement agencies should adopt the use of new technologies that will help them better serve people with special needs or disabilities.

The San Francisco Police Department agrees with this action item. The Department continues to ensure the needs of all public members are met through established ADA rules and guidelines. For example, the new Police Headquarters, which opened in April 2015, has the unique capability for the limited-English speaking and hearing impaired; Video Remote Interpreting – VRI. Members can better assist these individuals who need police assistance or request information from our Records Management Section through the VRI software program, an application much like Skype or Face Time, which will assist with translation services. This will eliminate the need, and long wait for our customers, of finding a Department member certified in the various languages spoken throughout our city, including American Sign Language. As we test this new system, we will be adding additional languages and expanding the location of the software to the information desk. Additionally, Google Language is available for language assistance on all Department smartphones.

3.3 RECOMMENDATION: The U. S. Department of Justice should develop best practices that can be adopted by state legislative bodies to govern the acquisition, use, retention, and dissemination of auditory, visual, and biometric data by law enforcement.

The San Francisco Police Department supports this recommendation item for the U. S. Department of Justice.

3.3.1 ACTION ITEM: As part of the process for developing best practices, the U. S. Department of Justice should consult with civil rights and civil liberties organizations, as well as law enforcement research groups and other experts, concerning the constitutional issues that can arise as a result of the use of new technologies.

The San Francisco Police Department agrees with this action item. The Chief currently meets with the Bar Association of San Francisco on issues/concerns related to surveillance technology among other issues/concerns.

3.3.2 ACTION ITEM: The U. S. Department of Justice should create toolkits for the most effective and constitutional use of multiple forms of innovative technology that will provide state, local, and tribal law enforcement agencies with a one-stop clearinghouse of information and resources

The San Francisco Police Department supports this action item for the Department of Justice.

3.3.3 ACTION ITEM: Law enforcement agencies should review and consider the Bureau of Justice Assistance's (BJA) Body Worn Camera Toolkit to assist in implementing BWCs.

The San Francisco Police Department agrees with this action item. Staff has included the BJA's Toolkit for review/consideration as part of the ongoing efforts to implement body worn cameras for use by officers.

3.4 RECOMMENDATION: Federal, state, local, and tribal legislative bodies should be encouraged to update public record laws.

The San Francisco Police Department supports this recommendation for government entities and would like to be included in the process.

3.5 RECOMMENDATION: Law enforcement agencies should adopt model policies and best practices for technology-based community engagement that increases community trust and access.

The San Francisco Police Department agrees with this recommendation. The Department actively utilizes social media to disseminate information to the public, including but not limited to: FaceBook, YouTube, Twitter, and Vimeo. The Department recently crossed the 100,000 user threshold. Crime statistics, policies, general orders, press releases, and other information are posted on our website for public access. The Department has implemented a "branding" strategy by which all communication via social media is consistent with established protocols. The intent of this strategy is to ensure legitimacy by way of a consistent look and color scheme for the information released to the public.

3.6 RECOMMENDATION: The Federal Government should support the development of new "less than lethal" technology to help control combative suspects.

The San Francisco Police Department agrees with this recommendation. Although the Department uses the Crisis Intervention Team strategy and philosophy for diffusing potential volatile situations, the need for less-than-lethal options is critical to effective policing solutions. The Department currently only has the Extended Reach Impact Weapon (bean bag gun). An ERIW is positioned in every radio/marked car on the street as an available option at all times.

The Department unsuccessfully attempted to acquire conductive energy devices as an additional less-than-lethal option for officers to carry on their person.

3.6.1 ACTION ITEM: Relevant federal agencies, including the U. S. Departments of Defense and Justice, should expand their effort to study the development and use of new less than lethal technologies and evaluate their impact on public safety, reducing lethal violence against citizens, Constitutionality, and officer safety.

The San Francisco Police Department supports this action item.

3.7 RECOMMENDATION: The Federal Government should make the development and building of segregated radio spectrum and increased bandwidth by FirstNet for exclusive use by local, state, tribal and federal public safety agencies a top priority.

The San Francisco Police Department supports this recommendation.

Pillar Four: Community Policing and Crime Reduction

Community policing is a philosophy that promotes organizational strategies that support the systematic use of partnerships and problem-solving techniques to proactively address the immediate conditions that give rise to public safety issues such as crime, social disorder, and fear of crime.

The San Francisco Police Department has embraced this philosophy as a strategy since the mid-1990s, and renewed that commitment in 2011 by, with significant community input, establishing Community Policing as Department Policy (DGO 1.08).

The basic components of the policy relating to community engagement are as follows:

- Partnerships
- Problem Solving
- Shared Responsibilities
- Mutual Respect
- Knowledge & Understanding
- Communication
- Community Involvement
- Training
- Interacting with Youth

In 2013, the Community Relations Unit was reorganized into the Youth and Community Engagement Unit as a means to better define our efforts in community policing. With this change, an emphasis was placed on youth engagement and the overall impact these positive relationships could have on not only the future of the youth and their families, but our city's future as well. In addition, an emphasis has been placed on interacting with youth at an early age as a means to disrupt cycles of criminal and/or poor behavior habits that may only be occurring because of unaddressed exposure to trauma at an even earlier age. Studies show that repeated acute childhood traumas can have a long-lasting and negative impact on a child. If we can interrupt those Adverse Childhood Experiences (ACEs) through positive relationships, especially as law enforcement officers, and get the child treatment, the child is more likely to overcome the negative impact of this stress. Many of the programs currently implemented by the Department are aimed as a means to foster this positive relationship as role models and mentors to youth versus uniformed adults who enter their lives abruptly and add to the traumatization they may have already suffered.

4.1 RECOMMENDATION: Law enforcement agencies should develop and adopt policies and strategies that reinforce the importance of community engagement in managing public safety.

The San Francisco Police Department agrees with this recommendation. With DGO 1.08, Community Policing, the Department has established a strategy that outlines the importance of positive interactions with all segments of the population. Beginning with training in the Basic Academy to the daily performance of assigned duties, officers follow this policy and utilize best practices guidelines available at every district station. Everything we do and plan is done with the idea of what positive impact our actions can/will have on our community – with an emphasis on providing quality service and engaging our youth.

4.1.1 ACTION ITEM: Law enforcement agencies should consider adopting preferences for seeking “least harm” resolutions, such as diversion programs, or warnings and citations in lieu of arrest for minor infractions.

The San Francisco Police Department agrees with this action item. Department members participate in a myriad of committees and task forces formed to address alternatives to incarceration, such as diversion programs. As such, the emphasis in training and practice has been to use best judgement when issuing warnings and citations, as well as arrest for minor infractions; by asking what is the morally right thing to do in the best interest of the person/public to resolve a situation that will elicit the appropriate change in behavior from the person in question. As an example, since 2012, the arrest rate for possession/personal use of marijuana and other misdemeanor drug offenses has drastically decreased and violation of these laws are viewed as infractions or warnings. The result of these efforts and others has both the County Jail and the Juvenile Justice Center populations at all-time lows while youth engagement and employment opportunity through the Department are at all-time highs.

4.2 RECOMMENDATION: Community policing should be infused throughout the culture and organizational structure of law enforcement agencies.

The San Francisco Police Department agrees with this recommendation. Community policing is Department Policy and a core value of the Department. The majority of strategies are based on this philosophy. Beginning in the Academy and continuing through one’s career, staff interacts with members of the public on patrol, at special events, with outreach efforts, and most importantly, engaging with youth.

4.2.1 ACTION ITEM: Law enforcement officers should evaluate officers on their efforts to engage members of the community and the partnerships that they build. Making this part of the performance evaluation process places an increased value on developing partnerships.

The San Francisco Police Department agrees with this action item. Since 2011, recruits who enter the Police Academy receive classroom instruction on many facets of community policing from youth engagement to quality-of-life concerns. These recruits are required to spend four hours a month of their on-duty time and four hours a month of their own time working with youth in our community. Further, tenured officers can be awarded Chief’s Certificates of Appreciation for outstanding community engagement effort(s). These are just two instances that an officer might reference when seeking promotion and/or consideration for a preferred assignment.

4.2.2 ACTION ITEM: Law enforcement agencies should evaluate their patrol deployment practices to allow sufficient time for patrol officers to participate in problem solving and community engagement activities.

The San Francisco Police Department agrees with this action item. Although the Department stresses this need and its positive impact, spending more time (even if only three to five minutes) problem solving and/or taking the time to explain why we do (did) what we do (did) is critical to how our community sees us. In addition, each district station has specialized units, such as Homeless Outreach (HOT) and Housing teams, which provide specific services as needed – as staffing allows. Many officers volunteer time after hours at local organizations and non-profit agencies to build relationships. In addition, the Department continues to build and maintain partnerships with community groups, faith-based organizations, senior and youth care

providers, non-profits, and other City departments as a means to further the community policing strategy.

4.2.3 ACTION ITEM: The U.S. Department of Justice and other public and private entities should support research into the factors that have led to dramatic successes in crime reduction in some communities through the infusion of non-discriminatory policing and to determine replicable factors that could be used to guide law enforcement agencies in other communities.

The San Francisco Police Department supports this action item for the Department of Justice. We are happy to (and do) share any of our vast number of established best practices with other agencies and associations.

4.3 RECOMMENDATION: Law enforcement agencies should engage in multidisciplinary, community team approaches for planning, implementing, and responding to crisis situations with complex causal factors.

The San Francisco Police Department agrees with this recommendation. In establishing policies and procedures, as well as providing services to victims and in some cases to their families, the Department realizes the importance that professionals with experience in specialized fields of study can have on establishing protocols. With the recent restructuring of the Crisis Intervention Team (CIT) training, the Department formed a panel of experts comprised of stakeholders from health and mental care providers, domestic violence/child abuse advocates, social workers, and crisis counselors to draft not only the policy, but the curriculum of the training. These stakeholders are now vested in the program as instructors and evaluators of those receiving training. Another example is the recent implementation of the policy (Children of Arrested Parents) relating to how to considerately interact with children during the course of a parent/caregiver arrest. Our policy and training materials, including a video, have been recognized as a model practice for law enforcement throughout the country, including the International Association of Chiefs of Police (IACP).

4.3.1 ACTION ITEM: The U.S. Department of Justice should collaborate with others to develop and disseminate baseline models of this crisis intervention team approach that can be adapted to local contexts.

The San Francisco Police Department agrees with this action item for the Department of Justice and would evaluate any additional materials and information for our policy.

4.3.2 Action Item: Communities should look to involve peer support counselors as part of multidisciplinary teams when appropriate. Persons who have experienced the same trauma can provide both insight to the first responders and immediate support to individuals in crisis.

The San Francisco Police Department agrees with this action item. The City of San Francisco currently has a team that responds following critical incidents, such as homicides. The Department of Public Health coordinates services for families of victims of serious crimes and provides an overall assessment of the incident. Supervisors at the district stations are required to complete an assessment form from a law enforcement perspective and submit it to DPH for overall consideration and follow-up. The Mayor's Office of Violence Prevention also coordinates services to the overall community following a major incident, such as a person in crisis, shooting, or homicide, by meeting with stakeholders from the affected neighborhood. City

departments meet as a group to discuss the incident and to make recommendations to avoid future incidents. The Police Department participates in all these working groups.

4.3.3 ACTION ITEM: Communities should be encouraged to evaluate the efficacy of these crisis intervention team approaches and hold agency leaders accountable for outcomes.

The San Francisco Police Department agrees with this action item. The Department participates in community and City-led efforts to evaluate situations after they occur. When no one is injured or no use of force is used in a critical incident, the public is generally not overly concerned with the resolution. The Department has as large a contingent of Crisis Intervention Team-trained officers as any department in the country. With the updated curriculum for the Basic Academy, we are the only department in the country that provides recruits with CIT-certification training. Since the Department issued the policy which prohibits the use of deadly force when a person in crisis is only a danger to themselves, no one in these situations has been seriously injured or killed. This has created the opportunity for better outcomes in these situations.

4.4 RECOMMENDATION: Communities should support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all, especially the most vulnerable.

The San Francisco Police Department agrees with this recommendation. The Chief's constant refrain is that he wants the Department to be the smartest, most thoughtful police department in the country – especially with regard to how the children of our city see a police officer. We signed up to help people – all people.

The Department has several policies related to this including General Rules of Conduct, Prejudiced-Based Incident, Policy Prohibiting Biased Policing, Critical Incident Evaluation and Notification, and Attention to Duty.

DGO 2.01, General Rules of Conduct, states, "When acting in the performance of their duties, while on or off duty, members shall treat the public with courtesy and respect and not use harsh, profane or uncivil language. Members shall also address the public using pronouns and titles of respect appropriate to the individual's gender identity as expressed by the individual. When requested, members shall promptly and politely provide their name, star number and assignment."

4.4.1 ACTION ITEM: Because offensive or harsh language can escalate a minor situation, law enforcement agencies should underscore the importance of language used and adopt policies directing officers to speak to individuals with respect.

The San Francisco Police Department agrees with this action item, and it is included in DGO 2.01, General Rules of Conduct. A violation of any policy and/or procedure leaves the accused officer subject to discipline.

4.4.2 ACTION ITEM: Law enforcement agencies should develop programs that create opportunities for patrol officers to regularly interact with neighborhood residents, faith leaders, and business leaders.

The San Francisco Police Department agrees with this action item. Part of the duties of each district station, as well as the Youth and Community Engagement Unit, is to actively be involved in all areas of the community. This includes the business community through the Chamber of

Commerce and individual business improvement districts (BID), youth providers through organizations such as the YMCA and the Boys and Girls Club, and community groups such as faith-based organizations. The Department established a radio code, “421,” for officers to use in order to more accurately track youth engagement. Commanding officers are also encouraged to designate a supervisor to act as a point of contact between community groups and the Department. This allows the supervisor to interact with the community, to receive feedback regarding crime, police actions, and to formulate action plans with his/her officers to solve the issues presented at the meeting.

4.5 RECOMMENDATION: Community policing emphasizes working with neighborhood residents to co-produce public safety. Law enforcement agencies should work with community residents to identify problems and collaborate on implementing solutions that produce meaningful results for the community.

The San Francisco Police Department agrees with this recommendation. As part of the partnerships listed above, district station captains engage with their Community Police Advisory Board members to discuss concerns specific to their jurisdiction and to implement recommendations and programs to improve the safety of the residents. Examples include the Safe Passages/Routes to School Program in the Tenderloin in which the community assessed and designated certain sidewalks to be painted yellow as a safe route for school children to follow to school and back home. Along these paths are community volunteers who ensure that children arrive at school and back home safely. Due to the success of the program, it is being expanded to other neighborhoods across the City.

4.5.1 ACTION ITEM: Law enforcement agencies should schedule regular forums and meetings where all community members can interact with police and help influence programs and policy.

The San Francisco Police Department agrees with this action item. The Police Commission, charged with setting policy for the Department, has a public meeting three Wednesdays a month to discuss policy and programs – among other things, as well as a community meeting once a month in a specific police district.

4.5.2 ACTION ITEM: Law enforcement agencies should engage youth and communities in joint training with law enforcement citizen academies, ride-a-longs, problem solving teams, community action teams, and quality of life teams.

The San Francisco Police Department agrees with this action item. The Department engages youth and communities in joint training with law enforcement citizen academies, ride-a-longs, problem solving teams, and community action teams through the Police Activities League (PAL) Summer Cadet Academy, the Community Safety Initiative program, the Citizens Academy, and the Auxiliary Law Enforcement Response Team (ALERT), as well as participates in the Fire Department’s Neighborhood Emergency Response Team (NERT), the City’s Disaster Service Workers (DSW) training, and the Community Ambassador Program.

4.5.3 ACTION ITEM: Law enforcement agencies should establish formal community/citizen advisory committees to assist in developing crime prevention strategies and agency policies as well as provide input on policing issues.

The San Francisco Police Department agrees with this action item. This is accomplished at the station level through the CPAB as well as by including community stakeholders in the process of developing policies and procedures.

4.5.4 ACTION ITEM: Law enforcement agencies should adopt community policing strategies that support and work in concert with economic development efforts within communities.

The San Francisco Police Department agrees with this action item. The Department has dedicated housing teams that work in areas that are currently part of economic redevelopment efforts. In 2013, the Department, in collaboration with several City departments, opened the 6th Street Public Safety Hub located in an area of higher-than-average street crime and where several high-density single residency occupancy (SRO) units that are home to a higher-than-average population of people suffering from substance addiction. The goal was to house service providers from several City departments under the same roof, including an office for police officers, in order to provide outreach to the residents of this neighborhood. Foot patrols were increased in the area, and the Public Safety Hub was used as a satellite office for the officers. With an increase in police presence, the rate of crime has improved in this area, which is now home to many new and relocated technology companies including Twitter Headquarters on Market Street.

4.6 RECOMMENDATION: Communities should adopt policies and programs that address the needs of children and youth most at risk for crime or violence and reduce aggressive law enforcement tactics that stigmatize youth and marginalize their participation in schools and communities.

The San Francisco Police Department agrees with this recommendation. This strategy has become a focus of the Department's efforts since 2011 with the implementation of the Youth Interaction Program as part of the Basic Recruit Academy curriculum. Recruits receive classroom instruction on the importance of police/youth interaction. Additional training certifies each recruit as a coach/mentor as a means to provide skilled adult volunteers throughout the city for youth programs (Boys and Girls Club, YMCA, SF Police Activities League, Little League, Critical Impact Program: Mo' Magic, etc.). Recruits also participate in a variety of youth engagement programs including sponsoring their own "Jamboree" during each Academy class. In calendar year 2014 alone, four Academy classes participated in 34 different youth engagement activities both on- and off-duty including: Ella Hill Hutch, YMCA; Western Addition, Bayview Jamboree; Margaret Hayward Playground; Boys and Girls Club throughout the city; UCSF Kids Day; and Holiday events.

As officers continue through their career, the hope is they will continue to engage youth not only on duty, but as volunteers. An excellent example of this is the Operation Genesis program in which officers escort a group of teenagers to Ghana, Africa, to experience their culture and history first-hand. Over the past two years, 15 youths from underserved neighborhoods have participated in the program and were chosen through a rigorous process to ensure they would get the optimum learning experience.

In 2013, the Department focused resources on developing and implementing a program at Garfield Park in the Mission District to create a safe environment for neighborhood children. After-school programs and physical activities are offered with participation directly from beat officers who not only interact with the children as coaches and mentors, but provide a level of security in an area in which criminal activity was common. Due to the success of this project, the Department, in coordination with other City departments, repeated the efforts at Herz Park in the Ingleside District and Boeddeker Park in the Tenderloin.

The cornerstone program relating to youth engagement of the Department is the Future Grads/Summer Interns program implemented in 2011. This program partners with the San Francisco Unified School District to give young people the tools and foresight, as well as encouragement, they need to graduate high school and pursue fulfilling careers, by giving them exposure to real-world innovative job-training internships. Sworn officers and selected professionals from a multitude of successful careers have gone on a circuit of assemblies and classroom discussions with students, highlighting the importance of graduating high school and the innumerable possibilities of success and learning that lie ahead. Although encouraging youth to attend college is extremely important, the first step is to graduate high school.

On the heels of the Future Grads, the Summer Interns Program was implemented to provide paid internships for underserved youth. In partnership with City departments and private businesses, including technology group sf.citi, the program has provided internships for 918 students from a variety of backgrounds and social-economic backgrounds. An emphasis has been to provide the students with a chance to intern with City departments and with private technology firms to learn skills that will be a benefit for the future.

In 2015, the Department expanded youth-related internships to include the Community Safety Internship (CSI) program. This paid-internship program recruits youth from underserved communities by engaging them in thoughtful discussions and soliciting their recommendations for building trust. The program also is designed to encourage interested interns to pursue a career in law enforcement.

4.6.1 ACTION ITEM: Education and criminal justice agencies at all levels of government should work together to reform policies and procedures that push children into the juvenile justice system.

The San Francisco Police Department agrees with this action item. The Department participates on several committees with local law enforcement agencies and the court system, as well as with the school district to find alternative ways to better serve our youth who become involved in the juvenile justice system. The fact that the population at the Juvenile Justice Center is at an all-time low is an indication of how committed we are to alternatives to incarceration that keep children out of the criminal justice system.

4.6.2 ACTION ITEM: In order to keep youth in school and keep them from criminal and violent behavior, law enforcement agencies should work with schools to encourage the creation of alternatives to student suspensions and expulsion through restorative justice, diversion, counseling, and family interventions.

The San Francisco Police Department agrees with this action item. In 2014, the Department entered into a Memorandum of Understanding with the San Francisco Unified School District to provide police service and support on campuses throughout the city. The MOU allows schools to request police involvement on campus to protect students and staff, to address criminal

behavior by non-students, or where required by law. The MOU puts a strict limit on any police involvement in student discipline.

4.6.3 ACTION ITEM: Law enforcement agencies should work with schools to encourage the use of alternative strategies that involve youth in decision making, such as restorative justice, youth courts, and peer interventions.

The San Francisco Police Department agrees with this action item. The MOU between the Department and school district helps ensure regular communication with the community about what is happening with police on campuses through quarterly reports to the school board that include demographic data about students involved with police on campus, the number of times police officers were called to schools, and arrests made. Additionally, efforts to use alternatives such as a referral to mental health, wellness centers, and other resource facilities, instead of arrest or citation and efforts to reduce racially disproportionate contact with police and the juvenile justice system and reduce the rate of school-based arrests and citations while maintaining a safe school climate are also reported.

4.6.4 ACTION ITEM: Law enforcement agencies should work with schools to adopt an instructional approach to discipline that uses interventions or disciplinary consequences to help students develop new behavioral skills and positive strategies to avoid conflict, redirect energy, and refocus on learning.

The San Francisco Police Department agrees with this action item. Should the School District request our assistance with such a curriculum, the Department will provide support and efforts consistent with the MOU.

4.6.5 ACTION ITEM: Law enforcement agencies should work with schools to develop and monitor school discipline policies with input and collaboration from school personnel, students, families, and community members. These policies should prohibit the use of corporal punishment and electronic control devices.

The San Francisco Police Department cannot/does not agree with this action item.

Police Departments should not be involved in making policies for the school system. Note: The State of California does not allow corporal punishment.

4.6.6 ACTION ITEM: Law enforcement agencies should work with schools to create a continuum of developmentally appropriate and proportional consequences for addressing ongoing and escalating student misbehavior after all appropriate interventions have been attempted.

The San Francisco Police Department cannot/does not agree with this action item.

The San Francisco Police Department supports schools in creating such a continuum; however, this should be at the school level by school staff. In September 2014, the State of California became the first state to sign into law a progressive discipline process schools must follow in an effort to reduce the number of students inappropriately suspended or expelled from school. San Francisco Police officers should only be called as prescribed in the MOU

4.6.7 ACTION ITEM: Law enforcement agencies should work with communities to play a role in programs and procedures to reintegrate juveniles back into their communities as they leave the juvenile justice system.

The San Francisco Police Department agrees with this action item. In addition to all our other efforts to keep young people out of trouble and/or our efforts to afford additional chances to young people that have gotten into some trouble; the Department participates on several committees and task forces looking for even more ways we can be part of the solution.

4.6.8 ACTION ITEM: Law enforcement agencies and schools should establish memoranda of agreement for the placement of School Resource Officers that limit police involvement in student discipline.

The San Francisco Police Department agrees with this action item. The recent MOU with the school district speaks to the very limited role of the Department on discipline.

4.6.9 ACTION ITEM: The Federal government should assess and evaluate zero tolerance strategies and examine the role of reasonable discretion when dealing with adolescents in consideration of their stages of maturation or development.

The San Francisco Police Department supports this action item for the Federal Government.

4.7 RECOMMENDATION: Communities need to affirm and recognize the voices of youth in community decision making, facilitate youth led research and problem solving, and develop and fund youth leadership training and life skills through positive youth/police collaboration and interactions.

The San Francisco Police Department agrees with this recommendation. The City and County of San Francisco has a Youth Commission, a subcommittee of the Board of Supervisors, which makes recommendations in regard to issues and concerns relating to youth. The Department regularly interacts with the Youth Commission, reviews recommendations, and participates in programs established by this group. There have been joint Police Commission/Youth Commission meetings on issues concerning youth. One example was instituting the Youth Engagement Training at the Police Academy based partly on a recommendation from the Youth Commission. As discussed previously, another program recognizing the voice of community youth is the recently established Community Safety Internship (CSI) program.

4.7.1 ACTION ITEM: Communities and law enforcement agencies should restore and build trust between youth and police by creating programs and projects for positive, consistent and persistent interaction between youth and police.

The San Francisco Police Department agrees with this action item. Through many programs such as SF PAL, the collaboration with youth providers (Boys and Girls Club, YMCA, etc.), and the work of our Youth and Community Engagement Unit, many programs and projects have been developed. One of the many examples of this is the Wilderness Program which has been part of our outreach efforts for over two decades. For the past 10 years, the program has been run by one officer, who following his retirement has come back to volunteer full time to ensure the program continues. Over 200 kids each year participate in outdoor activities including day hikes, sailing trips, and river rafting outings. The officer assigned to the program has watched these students grow up. He provided a summary of a student who participated in the program through the Boys and Girls Club in the Bayview for several years. This young lady just finished

her first year at Dillard University, Louisiana, with a goal of attending New York University Law School. She wanted to provide others with the same opportunity she had through the Wilderness Program, so she returned during the summer break as a volunteer with the program. A more recent program to engage youth is the Community Safety Internship (CSI) program.

4.7.2 ACTION ITEM: Communities should develop community and school based, evidence based programs that mitigate punitive and authoritarian solutions to teen problems.

The San Francisco Police Department supports this Community recommendation.

Pillar Five: Training & Education

As our nation becomes more pluralistic and the scope of law enforcement's responsibilities expands, the need for more and better training has become critical.

The San Francisco Police Department has its own Police Regional Training Academy, and as such, provides training for recruits entering a career in law enforcement as well as ongoing professional training. The Department has a wide range of policies and procedures relating to training of all members, both sworn and civilian, which includes:

POLICIES

- DGO 3.12: Department Training Plan
- DGO 3.13: Field Training Program

TRAINING

- Community Immersion (reintroduced)
- Implicit Bias Training – sponsored by Human Rights Commission
- Policing in the Community –
- Interpersonal Communications
- EEO & Discrimination/Harassment
- Homeless Community/Civil Sidewalk
- Transgender Community
- Cultural Competency
- Hate Crimes
- Racial Profiling
- DGO 1.08, *Community Policing*, has been incorporated into Learning Domain 3
- Advanced Training/Continuing Professional Training – Biased-Based Policing & Interpersonal Communications

5.1 RECOMMENDATION: The Federal Government should support the development of partnerships with training facilities across the country to promote consistent standards for high quality training and establish training innovation hubs.

The San Francisco Police Department agrees with this recommendation. While this is a recommendation for the Federal Government, the Department routinely explores new training and educational opportunities, ideas, and techniques. With a POST-accredited Academy providing certified training to our recruits, as well as on-going professional training and education for our officers, the Department embraces the idea of having additional opportunities for learning and development. The Department supports its members' requests to attend outside advanced training such as the FBI National Academy, Command College, and the National Executive Institute. Any training that would provide advanced and professional skills in the area of law enforcement is welcome.

5.1.1 ACTION ITEM: The training innovation hubs should develop replicable model programs that use adult-based learning and scenario based training in a training environment modeled less like boot camp. Through these programs the hubs would influence nationwide curricula, as well as instructional methodology.

The San Francisco Police Department supports this action item for the Federal Government. The Department's current curriculum is based not only on the needs of our community, but is

modeled and takes into consideration federal, state, and local mandates. If a model as suggested is to be implemented, the Department would like to have some input as to how such a model might best be suited to the San Francisco Police Department and our regional partners.

5.1.2 ACTION ITEM: The training innovation hubs should establish partnerships with academic institutions to develop rigorous training practices, evaluation, and the development of curricula based on evidence-based practices.

The San Francisco Police Department supports this action item as part of the efforts of the Federal Government. That said, we would request review and the opportunity for input into any recommendations set forth through these hubs.

5.1.3 ACTION ITEM: The Department of Justice should build a stronger relationship with the International Association of Directors of Law Enforcement (IADLEST) in order to leverage their network with state boards and commissions of Peace Officer Standards and Training (POST).

The San Francisco Police Department supports this action item for the Department of Justice.

5.2 RECOMMENDATION: Law enforcement agencies should engage community members in the training process.

The San Francisco Police Department agrees with this recommendation. The Department has a citizens' academy which provides an overview of the training police officers are required to complete prior to graduating the police academy. In addition, civilian professionals and community members are used as instructors for specific training such as Crisis Intervention Team and youth engagement, just to name two. As additional courses are developed and implemented, the Department will continue to engage community members in the process, including as instructors.

Note: Although civilians/community members are invaluable in some areas of instruction, there are other areas where we would not be able to use nor would we recommend community members be part of classroom instruction. Such instances would include hands-on tactical instruction such as emergency vehicle training, arrest and control techniques, and firing range qualifications.

5.2.1 ACTION ITEM: The U.S. Department of Justice should conduct research to develop and disseminate a toolkit on how law enforcement agencies and training programs can integrate community members into this training process.

The San Francisco Police Department supports this action item for the Department of Justice. If such a toolkit were to be available, the Department would take advantage of the opportunity to review the recommendations and include community members in additional instructional environments as appropriate.

5.3 RECOMMENDATION: Law enforcement agencies should provide leadership training to all personnel throughout their careers.

The San Francisco Police Department agrees with this recommendation. The Department encourages leadership training by offering the Short Term Education Program (STEP) course, which is designed to prepare members for the promotional testing process. Participants become

familiar with the qualifications and specific abilities needed to perform functions of a higher rank or position within the organization. Once promoted, the Department provides additional leadership training such as the Sherman Block Supervisory Leadership Institute (SLI) and other advanced training such as the FBI National Academy, Command College, and the National Executive Institute. Department members participate in leadership discussions and meetings sponsored by national organizations such as Major Cities Chiefs and the Police Executive Research Forum (PERF). Any training that would provide advanced and professional skills in the area of law enforcement would be welcomed, such as the implicit bias training all commissioned officers received earlier this year and is an on-going program.

5.3.1 ACTION ITEM: Recognizing that strong, capable leadership is required to create cultural transformation, the U.S. Department of Justice should invest in developing learning goals and model curricula/training for each level of leadership.

The San Francisco Police Department agrees with this action item. The Department would like to be included in the discussion of any curricula being developed for consideration.

5.3.2 ACTION ITEM: The Federal Government should encourage and support partnerships between law enforcement and academic institutions to support a culture that values ongoing education and the integration of current research into the development of training, policies, and practices.

The San Francisco Police Department agrees with this action item. The Department collaborates with academic institutions in our area to provide symposiums and training in current topics of concern including human trafficking, the role of technology in law enforcement, and traffic safety. All officers are encouraged to engage in continuing education outside the law enforcement community to gain the broadest of perspectives.

5.3.3 ACTION ITEM: The U.S. Department of Justice should support and encourage cross-discipline leadership training.

The San Francisco Police Department supports this recommendation for the Department of Justice.

5.4 RECOMMENDATION: The U.S. Department of Justice should develop, in partnership with institutions of higher education, a national postgraduate institute of policing for senior executives with a standardized curriculum preparing them to lead agencies in the 21st century.

The San Francisco Police Department supports this action item for the Department of Justice.

5.5 RECOMMENDATION: The U.S. Department of Justice should instruct the Federal Bureau of Investigation to modify the curriculum of the National Academy at Quantico to include prominent coverage of the topical areas addressed in this report. In addition, the COPS Office and the Office of Justice Programs should work with law enforcement professional organizations to encourage modification of their curricula in a similar fashion.

The San Francisco Police Department supports this recommendation for the Department of Justice. The Department is reviewing all instructions relating to topics in this report to ensure the curriculum is up to date and is comprehensive of the issues.

5.6 RECOMMENDATION: POSTs should make Crisis Intervention Training (CIT) a part of both basic recruit and in-service officer training.

The San Francisco Police Department agrees with this recommendation. The Department continues to provide the CIT module as an in-service, advanced officer training. The CIT training is an extensive 40-hour instruction and is provided to officers with experience on the street. It also provides an annual update-refresher class for trained CIT members. Effective with the graduating August 2015 academy class, CIT training will be part of the basic training curriculum.

5.6.1 ACTION ITEM: Because of the importance of this issue, Congress should appropriate funds to help support law enforcement crisis intervention training.

The San Francisco Police Department supports this action item for Congress to consider. Additional funding for training would allow for additional sessions of our CIT.

5.7 RECOMMENDATION: POSTs should ensure that basic officer training includes lessons to improve social interaction as well as tactical skills.

The San Francisco Police Department agrees with this recommendation. The Department currently provides several lessons to improve social interaction as part of the basic officer training including implicit bias, policing in the community, interpersonal communications, cultural competency, hate crimes, racial profiling, and interacting with different communities such as transgender, homeless, and Limited-English proficient people.

5.8 RECOMMENDATION: POSTs should ensure that basic recruit and in-service officer training include curriculum on the disease of addiction.

The San Francisco Police Department agrees with this recommendation. The Behavioral Science Unit (BSU) provides instruction on their services which includes a presentation on the Stress Unit regarding alcohol and substance abuse. The recruits receive classroom instruction, and as part of family night, BSU makes a presentation to the family members of the recruits. BSU also has a crisis intervention block for CPT (in-service training) that covers the Stress Unit services and United Behavioral Health Services.

5.9 RECOMMENDATION: POSTs should ensure both basic recruit and in-service training incorporates content around recognizing and confronting implicit bias and cultural responsiveness.

The San Francisco Police Department agrees with this recommendation. The Department provides implicit bias training in the Basic Academy and as part of ongoing professional officer training. In addition, the Department recently mandated all commissioned officers, including the Chief, to attend an advanced implicit training provided by the San Francisco Human Rights Commission in conjunction with the Mayor's Office. As previously mentioned, the Department has reintroduced the community immersion training program at the Academy.

5.9.1 ACTION ITEM: Law enforcement agencies should implement ongoing, top down training for all officers in cultural diversity and related topics that can build trust and legitimacy in diverse communities. This should be accomplished with the assistance of advocacy groups that represent the viewpoints of communities that have traditionally had adversarial relationships with law enforcement.

The San Francisco Police Department agrees with this action item. The Department, as well as other City departments, works in conjunction with advocacy group to develop extensive, subject-specific training in a variety of topics including cultural diversity.

5.9.2 ACTION ITEM: Law enforcement agencies should implement training for officers that covers policies for interactions with the LGBTQ population, including issues such as determining gender identity for arrest placement, the Muslim, Arab, and South Asian communities, and immigrant or non-English speaking groups, as well as reinforcing policies for the prevention of sexual misconduct and harassment.

The San Francisco Police Department agrees with this action item. The Department has incorporated the above in its training as well as policies and procedures when interacting with the public. In the past year, the Department has reintroduced its policy on harassment and bullying in the workplace, as well as developed an officer-involved domestic violence policy to address ongoing concerns regarding this subject. In addition, two years ago, the Department was the first law enforcement agency to release a video as part of the national “It’s Gets Better” campaign. This segment highlighted members of our Department and their struggle and concerns regarding sexual orientation and gender identification. The Department was honored by the State of California for our efforts.

5.10 RECOMMENDATION: POSTs should require both basic recruit and in-service training on policing in a democratic society.

The San Francisco Police Department agrees with this recommendation. As part of the Basic Academy and on-going professional training, members are required to know all policies and procedures associated with constitutional law relating to search and seizure, arrest procedures, probable cause, and other federal and state mandates. The Department offers the “Blue Courage” curriculum which, among other valuable lessons, speaks to the “Nobility of Policing” and our role/responsibility as a guardian of democracy.

The Department completed a training video of Department members from various ranks, assignments, tenures, and backgrounds recommitting to the nobility concept by reading passages from the book entitled “*Nobility of Policing*.” In addition, the Department has published a brochure for youth, “*Know Your Rights*,” which is distributed to schools and youth organizations. The brochure provides a summary of the rights of youth in regard to detention, consensual contact, Miranda Rights, and rights for limited-English speaking individuals. This brochure has been translated into the five core languages most often spoken in San Francisco.

Similar to the Know Your Rights brochure, the Department has produced a pamphlet geared toward adults, “Protecting Our City, Knowing Our Rights,” with input from community groups, including the Chief’s African-American Forum.

5.11 RECOMMENDATION: The Federal Government, as well as state and local agencies, should encourage and incentivize higher education for law enforcement officers.

The San Francisco Police Department agrees with this recommendation. Although a degree from college is not required to be a police officer, the Department encourages members to pursue a higher education for promotional consideration and for their own personal success. The College of the Siskiyou, an educational partner for law enforcement training, has recently generated a roadmap for recruits to obtain their associate’s degree, and many officers have

taken advantage of the program. While the University of San Francisco provides law enforcement-related degrees, including bachelor's and master's programs locally, the Academy is in the process of partnering with other schools to diversify the educational portfolio made available to our members.

The MOU between the Peace Officers Association and the City provides for an education incentive for officers, and those with advanced degrees qualify for promotional consideration with fewer years of service than those without. Additionally, as of 2012, a certain amount of college units are required to receive progressive POST certificates required for promotional opportunities.

5.11.1 ACTION ITEM: The Federal Government should create a loan repayment and forgiveness incentive program specifically for policing.

The San Francisco Police Department supports this action item for the Federal Government's consideration.

5.12 RECOMMENDATION: The Federal Government should support research into the development of technology that enhances scenario based training, social interaction skills, and enables the dissemination of interactive distance learning for law enforcement.

The San Francisco Police Department supports this recommendation for the Federal Government's consideration.

5.13 RECOMMENDATION: The U.S. Department of Justice should support the development and implementation of improved Field Training Officer programs.

The San Francisco Police Department supports this recommendation for the Department of Justice.

5.13.1 ACTION ITEM: The U.S. Department of Justice should support the development of broad Field Training Program standards and training strategies that address changing police culture and organizational procedural justice issues that agencies can adopt and customize to local needs.

The San Francisco Police Department supports this action item for the Department of Justice.

5.13.2 ACTION ITEM: The U.S. Department of Justice should provide funding to incentivize agencies to update their Field Training Programs in accordance with the new standards.

The San Francisco Police Department supports this action item for the Department of Justice. Although a Federal Government action item, the San Francisco Police Department would appreciate any funding made available to review and incorporate mandated changes to any curriculum.

Pillar Six: Officer Wellness & Safety

Most law enforcement officers walk into risky situations and encounter tragedy on a regular basis. Physical, mental, and emotional injuries plague many law enforcement agencies.

However, a large proportion of officer injuries and deaths are not the result of interaction with criminal offenders but the outcome of poor physical health due to poor nutrition, lack of exercise, sleep deprivation, and substance abuse. Yet these causes are often overlooked or given scant attention. Many other injuries and fatalities are the result of vehicular accidents.

The San Francisco Police Department has understood and embraced this concept for many years. The Behavioral Science Unit (BSU) was established as a confidential entity to provide and coordinate psychological support and education to all members, as well as their families. BSU provides crisis intervention, peer counseling, and referrals to licensed police specialty providers as needed. BSU staff advises and consults with command staff on the impact of psychological issues, mitigates the negative effects of incident trauma of major events, and assist with the care and rehabilitation of members who may be suffering from alcohol abuse.

Cynicism is the deadliest disease in our profession, while silence is the deadliest disease within our organization. The Department has experienced member suicides, and alcoholism, divorce, death at an early age, and burnout are serious problems that are wrongfully perceived as “the cost of doing business” in this profession.

In an effort to enhance the capacity of our officers to be at their best personally and professionally, it is essential that officers not only “survive” this career but thrive in it. Furthermore, officers need to have the resilience to withstand the stresses and pressures that can impact the health and mental state through burnout, cynicism, depression, heart disease, and cancer. The Department has embraced a philosophy to recognize the negative impact these incidents have. The Department works with officers to embody the noblest of character and unquestioned devotion to our profession’s oath. This is accomplished through strengthening officers at their core, inspiring them to recommit to the noble purpose of the profession, to have the courage to look within themselves and police culture to make positive change, and to learn the principles of respect, resilience, positive psychology, practical wisdom, legitimacy and justice, and the legacy of our service.

SFPD POLICIES

- DGO 2.01: General Rules of Conduct
- DGO 2.02: Alcohol Use by Members
- DGO 2.03: Drug Use by Members
- DGO 2.06: Vehicle Collisions Involving Members
- DGO 2.08: Police Officer Bill of Rights
- DGO 3.18: Performance Improvement Plan
- DGO 3.19: Early Intervention System
- DGO 11.04: Peer Support Program
- DGO 11.07: Discrimination and Harassment
- DGO 11.09: Employee Assistance Program/Stress Unit
- DGO 11.10: Physical Fitness & Wellness Program
- DGO 11.11: Evaluation & Rehabilitation Program
- DGO 11.12: Return to Work/Reasonable Accommodation

- Various other DBs that relate/update standing DGOs
- Various manuals

SFPD TRAINING/INSTRUCTION

- Blue Courage
- Emotional Survival (Kevin Gilmartin)

6.1 RECOMMENDATION: The U.S. Department of Justice should enhance and further promote its multi-faceted officer safety and wellness initiative.

The San Francisco Police Department supports this recommendation. DOJ's National Training and Technical Assistance Center (NTTAC) enhanced and promoted its safety and wellness initiatives by providing the Department with funding that enabled some members of our Department to attend Blue Courage: Heart and Mind of the Guardian, Blue Courage: Inclusive (Diversity-Centered) Leadership, and The 7 Habits of Highly-Effective People for Law Enforcement courses. All three of these courses positively impacted the health and wellness of the officers that attended, addressed and provided a workable plan to address implicit bias, legitimacy, and procedural justice, and developed the attendees as better people so that they have the capacity to be at their best on the teams they work with and the public we work for.

6.1.1 ACTION ITEM: Congress should establish and fund a national “Blue Alert” warning system.

The San Francisco Police Department supports this action item for Congress to consider.

6.1.2 ACTION ITEM: The U.S. Department of Justice, in partnership with the U.S. Department of Health and Human Services, should establish a task force to study mental health issues unique to officers and recommend tailored treatments.

The San Francisco Police Department supports this action item for the Department of Justice. The Department continues to enhance the Behavioral Science Unit and the support it provides to our members. The Department has appointed liaisons to local suicide prevention groups, which includes those dedicated to assisting law enforcement professionals.

6.1.3 ACTION ITEM: The Federal Government should support the continuing research into the efficacy of an annual mental health check for officers, as well as fitness, resilience, and nutrition.

The San Francisco Police Department agrees with this action item for the Federal Government. The Department supports continued research into this action item to determine the feasibility of mandating (considering HIPPA, MOU agreements, etc.) an annual mental health check for officers.

6.1.4. ACTION ITEM: Pension plans should recognize fitness for duty examinations as definitive evidence of valid duty or non-duty related disability.

The San Francisco Police Department agrees with this action item for consideration by entities overseeing pension plans, whether it be local, state, federal, or private agencies.

6.1.5 ACTION ITEM: Public Safety Officer Benefits (PSOB) should be provided to survivors of officers killed while working, regardless of whether the officer used safety equipment (seatbelt or anti-ballistic vest) or if officer death was the result of suicide attributed to a current diagnosis of duty-related mental illness, including but not limited to post-traumatic stress disorder (PTSD).

The San Francisco Police Department agrees with this action item.

6.2 RECOMMENDATION: Law enforcement agencies should promote safety and wellness at every level of the organization.

The San Francisco Police Department agrees with this recommendation. Current programs and services provided by the Department promotes safety and wellness at every level of the organization.

6.2.1 ACTION ITEM: Though the Federal Government can support many of the programs and best practices identified by the U.S. Department of Justice initiative described in recommendation 6.1, the ultimate responsibility lies with each agency.

The San Francisco Police Department agrees with this action item. The Department currently has a comprehensive program tailored to the needs of our members.

6.3 RECOMMENDATION: The U.S. Department of Justice should encourage and assist departments in the implementation of scientifically supported shift lengths by law enforcement.

The San Francisco Police Department agrees with this recommendation. The Department would review any suggestions and scientifically supported studies regarding shift lengths for law enforcement officers and discuss at the next opportunity with our members through the various associations and bargaining units.

6.3.1 ACTION ITEM: The U.S. Department of Justice should fund additional research into the efficacy of limiting the total number of hours an officer should work within a 24–48 hour period, including special findings on the maximum number of hours an officer should work in a high risk or high stress environment (e.g., public demonstrations or emergency situations).

The San Francisco Police Department supports this action item for the Department of Justice. The Department currently restricts the number of hours officers can work per day and by pay period, whether working overtime on-duty or as part of the Police Law Enforcement Services (PLES) program allowed through the City's Administrative Code, Section 10B. Supervisors are required to review the schedule of officers to ensure compliance with policies. Any member exceeding the number of allowed hours must justify the reason for exceeding the limit.

6.4 RECOMMENDATION: Every law enforcement officer should be provided with individual tactical first aid kits and training as well as anti-ballistic vests.

The San Francisco Police Department agrees with this recommendation. All officers are provided with vests, tactical first aid kits, and training; which includes the use of tourniquets and AEDs.

6.4.1 ACTION ITEM: Congress should authorize funding for the distribution of law enforcement individual tactical first-aid kits.

The San Francisco Police Department supports this action item for Congress. We would compete for any such funding.

6.4.2 ACTION ITEM: Congress should reauthorize and expand the Bulletproof Vest Partnership (BVP) program.

The San Francisco Police Department supports this action item for Congress. We would compete for any such funding.

6.5 RECOMMENDATION: The U.S. Department of Justice should expand efforts to collect and analyze data not only on officer deaths but also on injuries and “near misses.”

The San Francisco Police Department supports this recommendation for the Department of Justice.

6.6 RECOMMENDATION: Law enforcement agencies should adopt policies that require officers to wear seat belts and bullet-proof vests and provide training to raise awareness of the consequences of failure to do so.

The San Francisco Police Department agrees with this recommendation. The Department already requires the wearing of vests and seat belts.

6.7 RECOMMENDATION: Congress should develop and enact peer review error management legislation.

The San Francisco Police Department supports this recommendation for Congress.

6.8 RECOMMENDATION: The U.S. Department of Transportation should provide technical assistance opportunities for departments to explore the use of vehicles equipped with vehicle collision prevention “smart car” technology that will reduce the number of accidents.

The San Francisco Police Department supports this recommendation for the US Department of Transportation. Department staff currently reviews and examines all types of vehicles that are available for police use and makes recommendations to command staff. Being the innovation hub of the world, any smart technology will be given every consideration.