

**From:** [Tanya Koshy](#)  
**To:** [REDACTED]  
**Subject:** Recommendation 90.2  
**Date:** Friday, September 10, 2021 5:40:22 PM

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Dear Acting Captain Altorfer:

Our office has completed its review of the materials related to Recommendation 90.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 90.2: The SFPD should commit to ensuring transparency and diversity in key assignments predicated on advancing and developing a talented and diverse pool of leaders.

Response to 90.2:

SFPD has taken several steps that demonstrate its commitment to ensuring transparency and diversity in key assignments.

First, in January 2021, SFPD released its Racial Equity and Inclusion Action Plan (REAP), which is required under the City of San Francisco's Ordinance 188-19. This ordinance required every city agency to prepare a Racial Equity Action Plan to identify specific steps and a timeline to achieve equity within the city agency. Starting in 2022, all city agencies must also prepare an annual report on their progress on achieving their equity goals. SFPD's REAP includes timelines for plans to increase diversity in recruitment, retention, and promotion. For example, SFPD has committed to conducting an annual review of salaries to compare its salaries with industry standards and is aiming to start this review in the last half of fiscal year 2021-2022. SFPD also indicates that it is working on ensuring diverse hiring panels for each interview cycle.

Second, SFPD has established an Office of Equity and Inclusion (OEI), codified in Department Notice 21-067. The OEI will work in collaboration with all units, divisions, and bureaus to educate members on equity and inclusion strategies, equal employment opportunity policies, and federal, state, and local anti-discrimination laws. Additionally, the OEI will be in charge of managing SFPD's implementation of BiasSync, a program that includes an implicit association test, training for bias mitigation, and dashboards. BiasSync provides a two-hour training session for each officer after their implicit association test as well as monthly micro-learning sessions. After two years, BiasSync will measure and report to SFPD any changes in officer attitudes. This program is described in more detail in the email summary finding SFPD in substantial compliance with Recommendation 27.1. The OEI will report to the Deputy Chief of the Administration Bureau.

Third, to institutionalize data collection, monitoring, and analysis as it relates to diversity, SFPD created the Staffing and Deployment Unit (SDU) in 2018. The SDU is responsible for collecting and analyzing personnel data, including the demographic reports. This unit is described in more detail in the email summary finding SFPD in substantial compliance with Recommendation 90.1. SFPD has also codified SDU's roles in Unit Order 21-04.

Fourth, SFPD has issued Staff Services Division Unit Order 21-05 which requires Staff Services to directly notify Police Employee Groups (PEGs) any time new job openings are published. SFPD identified the following PEGs:

- San Francisco Police Officers Pride Alliance (Pride Alliance)
- Asian Police Officers Association (APOA)
- Officers for Justice (OFJ)

- Women's Action Committee (WAC)
- Filipino American Law Enforcement Officers Association (FALEO)
- Latin Police Officers Association (LPOA)
- San Francisco Police Officers Association (POA)

Fifth, SFPD consulted with Sergeants, Lieutenants, Captains, Commanders and reviewed current trainings and assignments to develop a list of specialized assignments, professional development opportunities, and trainings that would help members with professional advancement within the Department. This list was codified in Department Notice 21-080.

One of the professional development opportunities referenced in Department Notice 21-080, is SFPD's Leadership Development Institute (LDI), which was started in the fall of 2019. The LDI is an intensive long-term leadership training limited to just 25 members per cohort and SFPD intends to offer it several times a year. SFPD provided the racial and gender demographics for the first three cohorts. The racial composition of the LDI cohorts appears to be consistent with SFPD's general composition and women are slightly more represented in the LDI cohorts than in SFPD's general population.

Based on all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Please let us know if you have any questions or would like to discuss this further.

Tanya

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| <b>Finding # 90</b> | <b>The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.</b> |
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|------------------------------|---|
| <b>Recommendation # 90.2</b> | The SFPD should commit to ensuring transparency and diversity in key assignments predicated on advancing and developing a talented and diverse pool of leaders. |
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|------------------------------|-----------------|--------------------|-------------|
| <b>Recommendation Status</b> | <b>Complete</b> | Partially Complete | In Progress |
|                              | Not Started     | No Assessment      |             |

**Summary**

Under Chief Scott, the SFPD has expanded its focus on internal development of personnel.

Compliance Measure #1: The Racial Equity & Inclusion Action Plan (REAP) was released by the Department in January of 2021. The REAP is a strategic plan for the San Francisco Police Department, guided by the Citywide Racial Equity Framework, to enact institutional and structural change to achieve racial equity and inclusion. It is the objective of the SFPD's REAP to ensure that all of its members, professional or sworn, have the same equal opportunity and access to promotion and advancement opportunities. The research and data contained in the SFPD's REAP will reflect past, present, and future efforts to identify areas where racial equity and inclusion have and will continue to improve. "Phase One" of the Plan focuses on the work that must be done to ensure support for all employees. It has several key focus areas including Hiring, Recruitment, Retention, Promotion, Mobility and Professional Development.

Compliance Measure #2: Through its Diversity Strategic Plan (Rec 89.1) the SFPD developed the goals, objectives and metrics to implement, track and institutionalize initiatives that aim to recruit, hire and retain a qualified diverse workforce. Additionally, the Racial Equity & Inclusion Action Plan establishes a focus on Diverse and Equitable Leadership, and the SFPD's overall goal on diverse and equitable leadership is to create an inclusive and diverse organization where diverse members have equal access to leadership positions throughout the Department.

Compliance Measure #3: In addition to and support of the policies already discussed, the SFPD's DN 21-067 "SFPD Office of Equity and Inclusion" was issued on 04/15/21. The SFPD - Office of Equity and Inclusion (OEI) has been established to create and sustain an equitable, supportive and professional environment. The OEI will work in collaboration with all units, divisions, and bureaus within the department and will manage the forthcoming bias initiative. The Department's overall goal is to establish and maintain a safe and equitable environment for all members.

Compliance Measure #4: The department has demonstrated a focus and ongoing improvement regarding overall improvement of advancement opportunities. By way of example, in September 2019, the San Francisco Police Department launched the first Leadership Development Institute (L.D.I.) cohort. The L.D.I. will offer leadership training to all members (sworn and professional staff) in order to provide professional and personal development and enhancement leadership at all levels. Much of the work in this area is newer to the overall CRI timeline and the long-term results remain to be evaluated. But the policies, focus and data to date are promising.

| Compliance Measures |   | Status/Measure Met   |
|---------------------|---|--|
| <b>1</b>            | Evidence of a plan to ensure transparency and diversity, consistent with Recommendation 90.1. | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |

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|---|---|--|
| 2 | Identify an employee development plan that supports the diversity goals established under strategic diversity plan (Recommendation 89.1). | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |
| 3 | Implement strategies that advance diversity.  | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |
| 4 | Continuous review and improvement loop based on measurements against goals.   | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |

**Administrative Issues**

**Compliance Issues**



## Collaborative Reform Completion Memorandum

**Finding # 90:** The SFPD does not have representative diversity within all its ranks in the organization, especially in the supervisory and leadership ranks.

**Recommendation # 90.2:** The SFPD should commit to ensuring transparency and diversity in key assignments predicated on advancing and developing a talented and diverse pool of leaders.

**Response Date: 05/05/2021**

### Executive Summary:

The San Francisco Police Department is committed to ensuring all members have opportunities to work in various assignments throughout all Bureaus in order to ensure the Department is developing a talented and diverse pool of leaders, and so that members can achieve professional and personal growth. The Department is also committing to ensuring transparency in the assignment process and the process provides all members with an equal and fair process to [compete/obtain] different assignments.

The Department announces assignment opportunities by Department Notices posted throughout the year [as opportunities arise].

An important part of the Department's efforts to promote the professional development of its members and the Department as a whole, is through training. The Department is committing to a process that provides all members with an equal and fair process to [compete/obtain] different training. The Professional Development Unit disseminates via email various internal and external training classes to all members. The Professional Development Unit (PDU) ensures that in-service training opportunities are published in a monthly calendar on the Department's intranet site. Department Notices will be published for on-going professional development, e.g. Supervisory Leadership Institute, Command College, and SFPD Leadership Institute. (Attachments #8, 9, 10, 13)

To show transparency regarding diversity within the Department, SFPD has provided demographic breakdown of the number of officers assigned to each rank in addition to providing the demographic breakdown for sworn supervisory ranks. The report containing the statistics is published on a continual basis on the SFPD website (Attachment #4). A review of the public demographic data uploaded monthly to the SFPD website shows the demographics in all ranks.

The SFPD's leaders are publicly listed in the SFPD website <https://www.sanfranciscopolice.org/your-sfpd/leadership>.

The leaders listed include the Chief of Police, Assistance Chiefs, Deputy Chiefs, Commanders and Captains. There are also public biographies of each leader and their past experiences including prior assignments, experiences, accomplishments and education.



## Collaborative Reform Completion Memorandum

As we can see in the biographies, there is no one path to becoming a leader in our department. From each member of the Command Staff and Captains, every leader has created their own road to success. The diverse paths every leader has taken has provided the SFPD a vast knowledge of information and expertise in every aspect of police work. From 2019 to 2020, over 30 job announcements were publicized on Department Notices for officers and sergeants to apply. These job announcements focused on offering a variety of positions available for officers and sergeants to work in the Administration, Airport, Special Operations, and Investigations Bureaus. All job announcements included a description of job duties, minimum qualifications, and additional desirable qualifications. In an effort to be fair and transparent, the SFPD's Human Resource Unit oversees the application and selection process (since May 2018). Adding a nonsworn member to the interview and selection process has shown the SFPD's commitment to ensuring transparency and diversity in key assignments.

By creating both diverse training and assignments opportunities, the SFPD assists members in enhancing their promotional opportunities. The Secondary Criteria the Chief of Police considers when making promotional decisions includes:

- Assignments
- Training
- Education
- Community involvement
- Special Qualifications
- Commendations/Awards
- Bilingual certification
- Discipline history

Furthermore, in January 2021, (Phase1) The Racial Equity & Inclusion Action Plan (REAP) was released by the Department. The REAP is a strategic plan for the San Francisco Police Department, guided by the Citywide Racial Equity Framework, to enact institutional and structural change to achieve racial equity and inclusion. It is the objective of the SFPD's REAP to ensure that all of its members, professional or sworn, have the same equal opportunity and access to promotion and advancement opportunities.

On Thursday, November 12, 2020, SFPD Professional Standards members participated in a conference call with members of Hillard Heintze and the California Department of Justice. During the prescreening, suggestions and guidelines were discussed for this recommendation as described below.

*SFPD needs to focus on what the Department specifically does to ensure diversity with respect to key ranks. Hillard Heintze noted that SFPD already does several things but it is not described in the draft package.*



## Collaborative Reform Completion Memorandum

*Hillard Heintze explained that if the Department tracks its leadership, it will see members in leadership positions share specific experiences, professional development opportunities, and/or assignments. SFPD should address the ways in which it seeks to increase diversity in those experiences, professional development opportunities, and assignments so that the pool of candidates for leadership positions is expanded and more diverse.*

On Monday, November 16, 2020, SFPD Professional Standards members participated in a conference call with members of Hillard Heintze and the California Department of Justice. During the technical guidance call, suggestions and guidelines were discussed for this recommendation as described below.

*SFPD had a question about Hillard Heintze's prior guidance on increasing diversity at higher ranks. Hillard Heintze explained that SFPD can provide information to officers about which positions and experiences have been helpful when seeking promotion. For example, most senior leadership positions are filled with people who have experience in Internal Affairs and in a patrol division. Internal Affairs gives an officer a comprehensive view of the department, and patrol connects an officer with the community, allowing for community engagement opportunities. While no position is a guarantee of promotion, SFPD can provide officers with information regarding the helpful experiences and opportunities for professional development and ensure that those experiences and opportunities are broadly accessible.*

Prior to submission, this recommendation was reviewed in conjunction with the city attorney's office.

