

Departmental Racial Equity Progress Report

Annual Report for 2021

Part A

Submit to ORE by May 2, 2022

Department name: San Francisco Police Department

Date: April 29, 2022

Reflections from Department Leadership

What specific racial inequities and disparities within your department are you focused on addressing in 2022?

- The San Francisco Police Department is currently reviewing each of the department policies through the lens of racial equity including DGO 9.01 – Traffic Enforcement and DGO 5.01 – Use of Force. The policy review process involves internal and external stakeholders before being adopted.
- The San Francisco Police Department is focused on retaining our current members and recruiting new members reflective of our communities to ensure the proper staffing to keep the city of San Francisco safe.
- The SFPD will continue to provide personal growth educational programs such as Inclusive Leadership, BiasSync, Race & Reconciliation, and Sojourn to the Past Civil Rights Journey.
- The San Francisco Police Department is focused on reducing recidivism in the communities we serve. SFPD is currently collaborating with the California Partnership for Safe Communities. The CA Partnership is an organization that redesigns conventional outreach and social services for at-risk youth offenders.

Please describe your engagement to date with your Racial Equity Leaders. What specific types of support are you providing your Racial Equity Leaders and other employees doing this work?

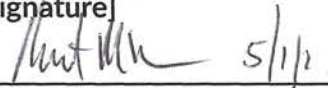
- An added and distinct branch of the Administration Bureau is the newly formed Office of Equity and Inclusion (OEI). The OEI was established in March 2021 to create and sustain an equitable, supportive and professional environment. The

OEI works in collaboration with all units, divisions, and bureaus within the Department. This Office also manages the “BiasSync Initiative” (a science-based solution for conscious management of unconscious bias) and is tasked to carry out various other policy and reporting functions related to racial equity impact. To ensure that this Office is provided with the requisite level of importance and influence, the OEI reports directly to the Commander of Administration Bureau.

The Office of Equity and Inclusion is currently managed by a Lieutenant with support from just one officer, who represents the Office in the field. OEI is hoping to expand the unit. The Project Team recommends the addition of one Sergeant, two Officers and one Senior Administrative Analyst to balance the workload and meet the growing demands of this Office. The Sergeant would be responsible for administrative components, while the Lieutenant would continue to manage its operations, focusing on strategic planning and oversight. All Officers would focus on field work. The Senior Administrative Analyst would be responsible for all associated research and data analysis.

Acknowledged by [name] and [title], [date], [signature]

Assistant Chief Robert M. Moser #1434



1. Hiring and Recruitment

Goals and performance measures

The San Francisco Police Department’s overall goal for hiring and recruitment is to identify and dismantle policies, procedures, and practices that impede SFPD from hiring and recruiting diverse candidates with non-traditional backgrounds. The hiring process is complex and the Department shares these responsibilities with the Department of Human Resources (DHR).

To accomplish our overall goal, SFPD must continue to actively seek out and connect with diverse candidates by working with DHR, Community Based Organizations, Police Employee Groups (PEG), professional networks, re-entry programs, SFUSD and community colleges. We must continue to track and analyze data on our recruitment pool, hired staff, and hiring and recruitment strategies.

Overall, SFPD must continue to be intentional, focused, and strategic to accomplish our goal of dismantling barriers in our hiring and recruiting processes so we can

continue to recruit and hire diverse candidates from underrepresented and underserved communities with non-traditional backgrounds to create an equitable and inclusive workforce.

1.1. Develop a hiring and recruitment policy and procedure that aligns with the Citywide Racial Equity Framework and the department's RE Action Plan.

1.2. Strengthen recruitment and hiring strategies to attract and cultivate diverse candidates at all levels of the department.

1.3. Invest in a diverse and equitable talent pool by formalizing robust internship, fellowship, pre-apprenticeship, and apprenticeship programs, and provide equal opportunity towards permanent employment.

1.4. Commit to standardized, transparent, and participatory recruiting and onboarding.

Recruitment Process

In the first quarter of 2020, SFPD developed a multi-pronged approach to data collection concerning applicant tracking and hiring. Four different entities are involved in tracking data at each stage of the hiring process: the San Francisco Department of Human Resources (DHR) as well as SFPD's Recruitment Unit (RU), Background Unit (BU), and the Training Division.

The RU keeps track of all individuals it contacts via recruiting efforts, such as college fairs and advertising campaigns. DHR collects information on all people who apply for a SFPD position, including their race, gender, and the way the applicant learned about SFPD's job application. DHR shares this data with SFPD, who then generates its own reports on a weekly basis. The RU then tracks applicants' passage or failure on the first three testing components of the hiring process (the written test, the physical ability test (PAT), and the oral interview), as well as applicants' race, gender, and age.

For applicants who pass the first three testing components, the BU continues to track information, including race and gender, and the Background Investigator's efforts to communicate with the applicant. Once applicants pass the background investigation and are hired, the Training Division will then track them through the Academy, specifically in regards to demographics and passage/failure/release/resignation data for each testing component, including emergency vehicle operations and scenario testing.

SFPD holds quarterly meetings with members of the Staff Services Division (the Recruitment Unit, the Backgrounds Unit, and the Staffing and Deployment Unit), the Training Division (the Academy), and DHR. The units discuss the demographic data

they have tracked through the hiring phases and identify ways to address any disparities observed in the data. The RU, BU, and the Training Division then use the data and accompanying reports to adjust components of the hiring process where there appear to be disparities. For example, SFPD observed a high failure rate for female applicants for the trigger pull test, which was part of the PAT. SFPD replaced this test with a handgrip test, which a third-party entity concluded would not compromise the fairness or validity of this component of the PAT.

SFPD has an ongoing, data-driven review process that helps ensure that there are no unintended impacts on its diversity goals. SFPD also provided evidence that each individual unit separately, and on an ongoing basis, evaluates data to ensure that each hiring phase does not have disparities.

Based on these regular reviews, SFPD identified disparities that it has since taken steps to address. As one example, SFPD noticed that female applicants failed the physical ability test (PAT) at a significantly higher rate than male applicants (SFPD did not notice a statistically significant difference among applicants of different races in the PAT). To address this disparity, SFPD took several steps, including replacing the trigger pull test with a hand grip test, holding regular workout sessions to allow potential applicants to practice the PAT components, and taking a 5' foot wall to various locations around the state to enable potential applicants to practice the wall agility test. Peace Officer Standards and Training (POST) requires recruits to scale a 6' foot wall near the completion of the Academy Training. SFPD also implemented free mock written test and oral interview preparation courses to improve the passage rates in these two areas.

Since implementing these strategies in 2019, the PAT passage rate for female applicants went up from 42% to 60%. SFPD is continuing to identify ways to improve the female applicant passage rate. SFPD believes the Racial Equity Action Plan and annual report, coupled with its regular internal meetings to evaluate hiring data, will help SFPD ensure that there are no unintended consequences that limit the advancement of its diversity goals

Onboarding Members

SFPD responded to the recommendation from the California Department of Justice's Collaborative Reform Initiative findings that recognized the need for SFPD to evaluate why recruits are failing and develop additional training mechanisms to assist recruits in successfully completing California POST requirements.

SFPD has developed a quarterly process to review recruit release rates and to identify the reasons behind any trends in recruit failures that led to release from the Basic Recruit Academy. Through this process, SFPD identified that the two primary reasons why trainees were released from the Basic Recruit Academy were that they

failed either the Emergency Vehicle Operations Course (EVOC) or the Scenario Training.

SFPD has implemented a series of changes to these EVOC trainings to reduce failure rates, including:

- 1) Increasing the number of training hours to 80 hours (double the California Commission on Peace Officer Standards and Training (POST) requirement of 40 hours).
- 2) Assessing the amount of driving experience a recruit has prior to training to determine which recruits may need additional assistance.
- 3) Providing 1-on-1 training to each recruit in any component of the course where they are identified as deficient.
- 4) Providing optional basic driving skills training.

The changes SFPD made in 2019 to the EVOC has resulted in a 47% drop in the overall number of releases based on EVOC failure. To support the ongoing analysis of EVOC release rates, the Training Division's EVOC Unit recently issued Unit Order 21-03. Under this Unit Order, EVOC instructors will convene at the end of each 80-hour Basic Recruit Class EVOC training to debrief and evaluate the training.

The group will evaluate several components of the training, including the lecture, the testing, and remediation efforts. Information gathered during this debrief is compiled in an After-Action Report (AAR) specifically for EVOC training. The EVOC training AAR is then forwarded to the Basic Recruit Coordinator and the Academy Commanding Officer for review and approval. The Academy Commanding Officer is responsible for implementing any needed improvements identified during the debrief.

In respect to the Scenario Training in 2019, SFPD made several changes, including adding a new Scenario Coordinator and additional staff who have completed the POST Scenario Manager Course to assist the Scenario Coordinator with training. SFPD also provides more training hours than POST requires (roughly 20-24 hours), which provides recruits with more time to practice scenarios.

To improve evaluation of recruits on scenarios, the Scenario Training staff will go through each of the scenarios as if they were recruits, with evaluators present, just prior to the start of testing. Going through the scenario testing prior to the actual testing keeps the evaluators up to date on the training provided to recruits. The changes SFPD made to the Scenario Training has resulted in a 56% reduction in the overall number of releases based on Scenario Training failure.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making:

2022 RECRUITMENT MISSION

The San Francisco Police Department carefully selects and attends events that are representative of the diverse communities in San Francisco with the goal of increasing diversity in the San Francisco Police Department. The Recruitment Unit uses a "Diversity Continuum" strategy: Diverse members are selected for the Recruitment Unit, diverse recruitment events are selected, and diverse members are chosen to work at the recruitment events. This process leads to diverse applicants progressing through the hiring process, the Police Academy, the Field Training Program, and finally to our ultimate goal of providing our communities with a diverse police force to serve them.

2022 RECRUITMENT STRATEGIES

Local recruitment is always a priority of the SFPD Recruitment Unit. The San Francisco Bay Area is one of the most diverse places in the world. Local recruitment gives us access to that diversity. The goal for 2022 is to return to in-person city events again. Such as the: Chinese New Year Parade/Festival, Rec. & Park City Job Fairs, the DHR Diversity Team City Career Fair, and SF Pride Festival.

College recruitment assists the SFPD Recruitment Unit in locating people who are ready to enter the work force and provides access to diverse candidates. National averages show almost 50% of college students represent racially diverse backgrounds and over 50% of college students are female. In 2021 the Recruitment Unit was able to provide numerous presentations to over 35 colleges statewide. The goal for 2022 is to transition back to in-person presentations, as most of the 2021 presentations were still virtual. The Recruitment Unit is already scheduled for in-person presentations at Sonoma State University, San Jose State University, Fresno State University, and California State University Northridge.

Expansive advertising campaigns help spread the SFPD hiring message. Examples of recent advertising include Facebook/Instagram/Twitter ads, streaming music ads, cell phone pop-up ads, MUNI line ads in San Francisco, BART station ads, bus route ads in Oakland, San Jose and Marin, digital billboard near the Bay bridge, college kiosk ads, local newspaper ads, local TV commercials, and local SF-DMV TV screen ads.

Leveraging technology assists us in reaching new applicants and is considered "best practice" for communicating with younger generations. Examples of ways the SFPD is leveraging technology include having a modern website, using social media, using a text messaging platform, communicating with students on college networks like Handshake, and hiring a marketing company to assist with recruitment efforts.

Mentorship and candidate preparedness are essential to providing equity for all applicants in the hiring process. This ensures all candidates are given not only an equal hiring process but an equitable opportunity to progress through the hiring process. Examples include that every applicant is sent an individual email from the Recruitment Unit which is followed up with a phone call, each applicant is assigned a recruiter to mentor them, applicants are offered tips on the phone for the written test, applicants are directed to the NTN practice written test, there are opportunities to receive vouchers to waive the written test fee, applicants are offered free prep sessions for the Physical Abilities Test, free prep sessions for the Oral Boards Test, and free workout sessions to get in shape.

Community led recruitment assists the SFPD Recruitment Unit in our diversity continuum mission. The Recruitment Unit attends numerous community meetings each year and seeks community involvement in our efforts. We ask for suggestions for recruitment events, speaking opportunities, connecting with potential applicants and suggestions for advertising. We train interested community members regarding minimum qualifications for applicants and current testing components and provide them with numerous flyers to pass out. The Department reviews all suggestions and implements them when feasible.

2. Retention and Promotion

Goals and performance measures

The San Francisco Police Department's overall goal is to provide a supportive environment to retain our diverse staff and create an attainable career pathway for promotion to supervisory positions. In order to accomplish this goal, the Department must provide Black, Indigenous, and people of color with access and opportunity to leadership positions that assist with promotion. Both sworn and professional staff

should have opportunities to pursue meaningful career advancement that offers competitive and sustainable salary and benefits.

2.1. Ensure stronger protections for workers of color given anticipated COVID-19 related deployment, budget shortfalls, hiring freezes, layoffs, and furloughs.

2.2. Ensure salaries and benefits allow for a dignified livelihood, especially for people of color and women.

2.3. Create paths to promotion that are transparent and work to advance equity.

One of changes made to promote equity in the promotional process was to include an oral interview for the position being sought. Prior to 2020, promotions for sworn members were made entirely from the eligibility list. Candidates were not afforded an opportunity to share additional information about themselves that may influence the decision for promotion.

In an effort to increase transparency and communications surrounding the SFPD internal promotions process, Chief Scott prepared a video that provided key information about the interview process and keys to a successful presentation. In his message, he outlined the material to review i.e.: knowledge of the Department's Collaborative Reform Initiatives, President Obama's Task Force on 21st Century Policing recommendations, knowledge of Mayor Breed's 2020 Police Reform Plan, knowledge of the SFPD Strategic Initiatives, and knowledge of the Department's Racial Equity and Action Plan. The information was provided to assist members in their preparations for their interviews.

Additionally, the Department has outlined suggested courses of training to assist members gain professional development for each rank:

1. Command Officer Career Development

- POST Management Course
- POST Executive Development Course
- POST Command College
- FBI Academy
- LAPD Leadership Program
- SFPD Leadership Development Institute
- National Incident Management System (NIMS) 100, 200, 300, 700
- USF Law Enforcement Symposium
- Harvard Kennedy School
- Leadership San Francisco
- TEEX: Enhanced All-Hazards Incident Management Command (MGT-314)

- Naval Postgraduate School – Master of Arts in Security Studies
- Blue Courage

2. Captain Career Development

- Executive Development Course
- Executive Seminar (Note: Information was provided by Academy)
- Special Executive Workshop (Note: Information was provided by Academy)
- Worker's Comp/Disability Retirement Process
- Command College
- FBI National Academy
- Hostile Work Management
- Labor Management Partnerships
- Applied Ethics in Police Management
- Assertive Management
- Civil Liability/Police Misconduct
- Personnel Management Workshop

3. Lieutenant Career Development

- POST Management School
- Executive Seminar (Note: Information was provided by Academy)
- Special Executive Workshop (Note: Information was provided by Academy)
- Worker's Comp/Disability Retirement
- Command College
- FBI National Academy
- Hostile Work Management
- Labor Management Partnerships
- Applied Ethics in Police Management
- Assertive Management
- Civil Liability/Police Misconduct
- Personnel Management Workshop

4. Sergeant Career Development

- Crisis Communications for First Responders
- Drug Influence 11550 H&S
- Hazardous Material – First Responders
- High Risk Arrest/Search Warrant Service
- Investigative Techniques for Patrol
- Media Relations

- Recognizing Stress in Workplace
- Use of Force Experiential
- Interview & Interrogation
- Assertive Supervision
- Civil Liability Update
- Leadership Effectiveness
- Supervisory Leadership Institute
- Supervisor Use of Force

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making: (Note: This line is provided as part of the template. These are not my words.)

- The San Francisco Police Department is committed to provide access to courses for member career development.
- The promotional interview process will continue to allow members the opportunity to highlight each person's experience, ideas, and philosophies to enhance their position in the decision-making process.
- Small group forums have begun to meet regularly to discuss retention ideas for presentation to the Command Staff.
- A Retention Unit will be created.
- A Retention Sergeant position will be added to mitigate the desires of members seeking to leaving the department or to encourage members to remain with the Department.

3. Discipline and Separation

Goals and performance measures

The San Francisco Police Department's overall goal is to create an equitable discipline and separation system where members are treated fairly. It is our goal to ensure members are not singled out based on race or biases and/or treated disproportionately harsher than others for discipline and separation. In order to accomplish this goal, SFPD has looked at its Risk Management Division and ensured that those

administering disciplinary measures and separation have diverse backgrounds and are properly trained in identifying and recognizing implicit biases.

3.1. Create a clear, equitable, and accountable protocol for disciplinary actions.

The SFPD Risk Management Office (RMO) is comprised of 75 members from diverse backgrounds. All SFPD members have received training in Implicit Bias and Explicit Bias. Additionally, SFPD has partnered with BiasSync, a program that includes an implicit association test, training for bias mitigation, and dashboards where a member may review each of the available lessons. BiasSync provides an implicit association assessment as well as monthly micro-learning sessions. The purpose of the BiasSync sessions is to provide each member personal assessment and growth in managing his or her implicit biases.

The demographic breakdown of the RMO is as follows:

- White – 32
- Asian – 20
- Black – 8
- Hispanic – 8
- Filipino – 2
- American Indian – 1
- Other – 4

In response to the Racial Equity Action Plan (REAP), the Police Department updated its Disciplinary Penalty & Referral Guidelines for members in February 2021. The measures create a unified guideline for discipline and separation. The guideline is outlined below:

- **PURPOSE**

These guidelines are presented as examples of the factors the Chief of Police and the Department of Police Accountability (“DPA”) will consider in determining the charges for instances of misconduct. This will also serve as a guide when considering the classifications of misconduct, and appropriate penalties for sustained violations. The Disciplinary Penalty and Referral Guidelines will enhance consistency and assist in determination of appropriate and reasonable penalties. For purposes of these guidelines the term “employee” means sworn member of the San Francisco Police Department.

- REFERRAL TO THE FULL COMMISSION

Under San Francisco Charter section A8.343, the Chief may impose discipline of up to a 10-day suspension for sustained allegations brought by the Internal Affairs Division or the Department of Police Accountability. Employees disciplined at the Chief's level, except for written reprimands, may appeal that discipline to the Police Commission. Written reprimands may be appealed to the Department. Some allegations of employee misconduct, even on a first offense, are so serious that the public interest is best served by presenting them to the Commission for hearing and determination. Additionally, depending on the severity of the offenses, the accused employee's disciplinary history, the number of violations included in the allegation as well as other factors, the Chief or the DPA may elect to file charges with the Police Commission. Any discipline sought must be consistent with principles of just cause and progressive discipline.

- REVIEW OF SUSTAINED ALLEGATIONS OF MISCONDUCT

The suggested penalties are intended for guidance but are not binding. The referral guidelines are meant merely as a guide or starting point for assessing the appropriate level of discipline and should not be employed in a mechanical fashion. Fairness, consistency, and clearly stated expectations make discipline tenable in large organizations. The Department Penalty Matrix is intended to aid the Department, the DPA, and the Police Commission in the fulfillment of these tenets. It identifies ranges of possible penalties for various acts of employee misconduct with increasing levels of severity based on recurrences, consistent with principles of progressive discipline. An offense is considered a first offense when it is formally documented that the Department attempted to correct the employee's undesirable conduct. An offense should be considered a second or third offense only when it is of the same general nature as the previous misconduct. The offenses need not be identical. Additionally, the period of consideration for prior offenses shall be seven years from the date the previous discipline was issued.

A Department Penalty Matrix cannot address all potential misconduct. As such, when recommending the appropriate discipline, the assessment should be reasonable considering the employee's disciplinary history (or lack thereof), the facts unique to each case, and mitigating and aggravating factors.

Recommended discipline should normally fall within the range determined by the matrix, provided that it is consistent with principles of progressive discipline

and supported by evidence establishing just cause for the recommendation. However, the matrix is ultimately only a guideline and not a mandate. Disciplinary recommendations shall consider mitigating and aggravating factors as outlined below. Such factors may justify a disciplinary recommendation that falls outside of the matrix or establish the appropriate penalty within the matrix. The maximum suspension an employee may receive per sustained allegation is ninety (90) days.

The following mitigating factors shall be considered:

- The misconduct was not willful or deliberate
- The misconduct was not premeditated
- The misconduct did not result in unwarranted injury or harm
- The misconduct involved minor negligence or recklessness
- The employee had a secondary or minor role in the misconduct
- The employee may not have reasonably understood the consequences of his or her actions due to inexperience or lack of training
- Commendations and other positive work review the employee has received
- The employee was forthright and cooperative during the investigation
- The employee is remorseful and has taken steps to self-correct
- The employee reported the harm caused by the rule violation, or independently initiated steps to mitigate it; and
- The employee has not been disciplined for misconduct within the seven years preceding the incident.

The following aggravating factors shall be considered:

- The misconduct was willful and deliberate
- The misconduct involved gross negligence or recklessness
- The misconduct was premeditated
- The employee had a primary or leadership role in the misconduct
- The employee should have known that his or her actions were inappropriate based upon training or experience
- The employee was not forthright or truthful during the investigation
- The misconduct was motivated by bias and/or discrimination that is unlawful or is prohibited by Department policy
- Serious consequences occurred or may have occurred from the misconduct
- The misconduct was committed with malicious intent or for personal gain
- The misconduct resulted in unwarranted injury
- Multiple sustained findings from incident
- The employee has a history of prior discipline within seven years; or

- The misconduct negatively impacted the Department's reputation, credibility or mission or diminished public confidence in the Department.

The aforementioned factors are not exhaustive. Any relevant aggravating or mitigating factor may be considered. In cases involving multiple violations, those recommending discipline should base their decision on the most serious single sustained violation. Other sustained rule violations should be considered aggravating factors which may elevate the final disciplinary recommendation.

- **MEDIATION**

Mediation is an alternative way of resolving complaints about police conduct. The DPA has a mediation program that enables complainants to resolve their issues with the accused employee in a face-to-face dispute resolution process involving a trained mediator. The goal of the program is to bring together the involved parties in an effort to achieve mutual understanding. Mediation is limited to eligible cases as determined by the DPA and must be agreed to by both the complainant and the accused employee. Cases that are successfully mediated are not considered disciplinary proceedings in an employee's record. Department employees and the DPA are encouraged to take advantage of mediation when feasible.

Closed Internal Affairs Division Cases FY 2020

290 Internal Affairs cases

332 distinct employees

Some employees had multiple incidents. (290 employees had 1 case. 31 employees had 2 cases. 9 employees had 3 cases. 1 employee had 4 cases. 1 employee had 6 cases.) For this reason, the total for the following charts after the Demographic Information section will equal 389.

Demographic Information

Race

Race	Employees
White	150
Asian or Pacific Islander	68
Hispanic	61
Black	44
Unknown	8
American Indian	1
Total	332

Type of Employee

Type of Employee	Employees
Sworn	261
Civilian	65
Unknown	5
Reserve Officer	1
Total	332

Sex

Sex	Employees
M	260
F	67
Unknown	5
Total	332

Age at Closure

Age	Employees
Under 40	189
Over 40	138
Unknown	5
Total	332

Position

Position	Employees
Police Officer	202
Sergeant	47
Police Services Aide	40
Lieutenant	7
Unknown	5
Clerk Typist	4
Senior Personnel Analyst	3
PSA Supervisor	3
Captain	3
Senior Clerk	2
Senior Clerk Typist	2
Criminalist	2
Manager V	2
Senior Criminalist	1
Deputy Chief	1
Police Cadet	1
Chief Clerk	1
Deputy Director V	1
Fingerprint Technician 2	1
Commander	1
IS Programmer Analyst	1
Reserve Officers	1
Manager I	1
Total	332

Disciplinary Action Taken by Race

	White	Hispanic	Asian or Pacific Islander	Black	Unknown	American Indian	Total
Abeyance (Years) Suspension	1		1				2
Admonishment	40	13	14	9	2		78
Admonishment Counseling				2			2
Counseling	1			2			3
No Discipline	71	32	23	21	6		153
Performance Improvement Plan	2						2
Performance Improvement Plan Suspension			1				1
Performance Improvement Plan Suspension Held in Abeyance	1		1				2
Performance Improvement Plan Written Reprimand	1						1
Resignation	1	2	3	3	1		10
Retirement	2	1	1				4
Retraining	8	1	1	1			11
Suspension	9	6	10	3			28
Suspension Held in Abeyance	1				1		2
Suspension Held in Abeyance Intervention and Resource Program Suspension	1						1
Suspension Held in Abeyance Written Reprimand	1						1
Term. Abeyance & Suspension Intervention and Resource Program	1	3					4
Termination	2	3	1			1	7
Termination held in Abeyance Suspension				1			1
Written Reprimand	32	14	15	15			76
Total	175	75	71	57	10	1	389

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making:

- The San Francisco Police Department will no longer include employee photos and prior disciplinary records in individual investigative case files during Administrative Investigations. The goal is to eliminate bias, even implicit bias from the Internal Affairs Investigation.
- The SFPD Internal Affairs Division will use gender neutral pronouns in describing members in external communications and reporting. SFPD Internal Affairs Division will use gender neutral pronouns in internal communications when applicable and appropriate.

4. Diverse and Equitable Leadership

Goals and performance measures

The San Francisco Police Department's overall goal on diverse and equitable leadership is to create an inclusive organization where all members have equal access to advance to leadership positions throughout the Department. SFPD must regularly and systematically capture and report the demographic composition of its Command/Executive staff, management, and supervisory ranks to ensure that all members have the opportunity to serve in a leadership capacity.

4.1. Commit to developing a diverse and equitable leadership that will foster a culture of inclusion and belonging.

4.2. Senior Leadership Meetings and Feedback

The San Francisco Police Department is dedicated to developing a diverse and equitable leadership structure. The demographic breakdown of the Command Staff is as follows:

SFPD Sworn Demographics by Rank as of January 2022
All Sworn Ranks, Separated

Rank	Race	Count	%	Rank	Gender	Count	%
Chief of Police	BLACK	1	100.00%	Chief of Police	Male	1	100.00%
	WHITE	1	50.00%				
Assistant Chief	HISPANIC	1	50.00%	Assistant Chief	Male	2	100.00%
	WHITE	2	40.00%				
Deputy Chief	HISPANIC	1	20.00%	Deputy Chief	Male	5	100.00%
	ASIAN	1	20.00%				
	BLACK	1	20.00%				
	WHITE	4	50.00%				
Commander	ASIAN	3	37.50%	Commander	Male	5	62.50%
	BLACK	1	12.50%				
	WHITE	12	52.17%				
	HISPANIC	2	8.70%				
Captain	ASIAN	5	21.74%	Captain	Female	3	37.50%
	BLACK	2	8.70%				
	FILIPINO	2	8.70%				
	WHITE	60	61.22%				
	HISPANIC	16	16.33%				
Lieutenant	ASIAN	8	8.16%	Lieutenant	Male	82	83.67%
	BLACK	11	11.22%				
	FILIPINO	3	3.06%				
	WHITE	249	54.13%				
	HISPANIC	66	14.35%				
Sergeant	ASIAN	78	16.96%	Sergeant	Female	16	16.33%
	BLACK	29	6.30%				
	FILIPINO	33	7.17%				
	OTHER	2	0.43%				
	AM IND	3	0.65%				
	WHITE	655	43.72%				
	HISPANIC	304	20.29%				
ASIAN	265	17.69%					
BLACK	147	9.81%					
FILIPINO	93	6.21%					
OTHER	30	2.00%					
AM IND	4	0.27%					
Police Officer	Grand Total	2,095	100.00%	Police Officer	Male	1,296	86.52%
				Female	202	13.48%	
				Grand Total		2,095	100.00%

The San Francisco Police Department has been committed to fostering a culture of diverse and equitable practices in leadership and throughout all ranks of the Department. Since it is widely known that culture change begins at the top of any organization, the Department's Executive Leadership group started several series of trainings that have been disseminated for participation throughout the department.

1. Inclusive Leadership Training

Inclusive Leadership is ground-breaking diversity education that prepares individuals and teams to excel in a global environment of constant change, shifting demographics, generational mindsets and collaborative teams. Through a combination of experiential learning and classroom presentations, Inclusive Leadership creates a greater understanding and support that effectively transforms your team and helps to create better relationships within the community. This training is delivered by Blue Courage, LLC.

21st Century diversity is about mission readiness, building trust, strengthening relationships, developing talent and creating high-performance team members and leaders.

The 3-day course:

- Creates awareness and understanding of the impact of diversity and inclusion in a 21st century world.
- Is charged with facts and values of diversity that challenges viewpoints and helps to develop strategies that lead to greater organizational effectiveness.
- Educates participants about the expanding meaning and effects of diversity and inclusion, while gathering information that helps them to connect their personal belief systems and goals to the objectives of the organization.
- Emphasizes the importance of interdependence and how to begin practicing it.

2. BiasSync Training

BiasSync is a science-based solution designed to help organizations more effectively assess and manage unconscious bias in the work environment. The goal of the training is to create more equitable and inclusive workplaces through the mitigation of bias.

BiasSync offers interactive, game-like assessments that provide powerful analytics and data results to enhance awareness. While individuals can

immediately see their individual, confidential reports, employers receive anonymized, aggregate, organizational data. The reports and metrics provide powerful analytics to empower the inclusive workplace goals and strategies. Further, the data reports are benchmarked and thus provide insights to how SFPD compares to others who have taken the assessment.

Additionally, BiasSync provides a comprehensive approach to learning through online content, micro-learnings, and continued professional development. The online learning modules are designed by academic experts and produced by Emmy-winning artists.

Micro-learnings are offered monthly to provide employees with short, relevant ideas that build off the baseline curriculum. These topics are timely and provide actionable steps for immediate implementation, continued practice, and learning reinforcement.

SFPD has completed the module on Introduction to Unconscious Bias. The Department is now learning the LGBTQIA+ module.

Some of micro-learnings we have covered include:

- Unconscious Racial Bias
- Creating Psychological Safety
- Empathy and Microaggressions
- Using Empathy to be an Ally
- Tips on How to Expand Your Network
- Tips for Using Inclusive Language
- Intent vs. Impact
- Exercising More Accountable Allyship
- Tips on How to be a DEI Ally
- How to Activate a Growth Mindset
- Tips for Dealing with Difficult Conversations

3. Race and Reconciliation Series Training

The purpose of the “Race and Reconciliation Series” is to provide the San Francisco Police Department’s Command Staff with a series of modules incorporating educational lectures and facilitated discussions on the topics of implicit and explicit bias, racism and discrimination. Facilitators include renowned academics, civil rights leaders, and criminal justice experts in the areas discussed. The series provides an opportunity to review Department

policies, current initiatives and recent reports, such as the Collaborative Reform Initiative (CRI), the Racial Equity Action Plan and the 96A, Quarterly Activity Data Report. Furthermore, discussions will provide an opportunity to apply learned concepts into practice to reduce racial disparities in policing.

4. Sojourn to the Past Civil Rights Journey

The San Francisco Police Department has partnered with the Sojourn Project Organization to provide its members with a full immersion experience into the Civil Rights movement.

Sojourn's mission is to empower a new generation of leaders across America to become successful and engaged citizens who promote social justice through the principles of nonviolence. A recipient of the nation's highest honor for after school programs in the arts and humanities, Sojourn is recognized nationally as the only social justice/civil rights program of its kind for youth in the country.

Created in 1999, the program provides a unique, hands-on learning experience that uses the lens of the Civil Rights Movement to teach lessons in human rights that are relevant to current societal issues, such as bullying, violence, hatred, and discrimination. For almost 20 years and through over 100 study trips to the American Deep South and Washington, D.C., the Sojourn Project has been immersing middle and high school students from diverse backgrounds in academic, transformative weeklong moving-classroom Journeys along the path and through the lens of the Modern Civil Rights Movement and America's struggles for liberty.

In February 2022, SFPD joined the Sojourn Project on a Civil Rights Journey. The entire graduating Academy Class #274, along with members of the Command Staff, and a member from the Police Commission embarked on this great experience.

The Sojourn to the Past journey has proven to be a great opportunity for members to gain tangible historical knowledge of the Civil Rights events that have impacted the lives of some of our community members. Having knowledge of these perspectives will serve our members during the frequent interactions with our BIPOC population, both internally and externally. These lessons provide context for the viewpoints of some community members, which allows a greater understanding of the communities we serve.

SFPD is committed to equity as a core tenet of our values, culture, and institutional practices. Over the years, SFPD has made substantial progress in

creating a more diverse and inclusive police department. The experience of this journey will assist our members in understanding the Department's strategic initiatives. It will help us build strong partnerships with our community stakeholders. It will help to improve our responsiveness to community needs in an informed, unbiased, and procedurally just way. Thus, our community engagement will be stronger. By way of transparency and communication, SFPD and the public will continue to foster mutual respect. The momentum of these partnerships will provide a seamless path to involving our stakeholders in the way we police in the future.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making:

- The San Francisco Police Department is looking forward to partnering with more community members. In February 2022, SFPD joined the Sojourn Project on a Civil Rights Journey. The entire graduating Academy Class #274, along with members of the Command Staff, and a member from the Police Commission embarked on this great experience.
- Currently, three more trips are being planned for April, August, and November 2022. SFPD is looking to expand the trips to include external stakeholders (Community Leaders, City Government Officials, other community organizations) to share this experience. The goal is to help us build strong partnerships with our community stakeholders and improve our responsiveness to community needs in an informed, unbiased, and procedurally just way.

5. Mobility and Professional Development
<p>Goals and performance measures</p> <p>The San Francisco Police Department's overall goal on mobility and professional development is to assess the needs of all of our members (including sworn and professional staff) and provide opportunities for members to attend professional development courses through an equitable, transparent, and fair selection process.</p> <p>5.1. Offer professional and skill development opportunities that center individual goals first, then organizational needs.</p> <p>5.2. Encourage collaboration between staff and supervisors that are consistent and thoughtful.</p>

5.3. Ensure staff needs are centered and timely met in order to allow them to perform and excel at their jobs.

1) Leadership Development

In January 2022, the San Francisco Police Department launched the fourth Leadership Development Institute (L.D.I.) cohort. L.D.I. offers leadership education to members (sworn and professional staff) to provide professional and personal development and enhance leadership at all levels. The Department is proud to offer this education in partnership with Blue Courage and the San Francisco Police Officers' Association. L.D.I. consists of 12 sessions over the course of one year.

The mission of L.D.I. is to develop shared leadership through interdependence and teamwork and provide members with the heart-set and mindset to lead ourselves and each other in both formal and informal leadership settings. Through facilitated discussions, open, respectful dialogue, dynamic engagement, and shared experiences, each student has an opportunity to develop through a positive learning environment:

- A clear sense of purpose and meaning for their lives
- A language of leadership that enhances awareness and accountability
- A sense of curiosity to disrupt mediocrity and challenge the status quo
- The capacity to be more resilient in times of stress and adversity
- A clear pathway to mastery of the skills required to thrive in personal and professional relationships

2) SFPD Wellness Program

The San Francisco Health Service System (SFHSS) supports departments Well-Being@Work efforts and provides key players with resources to create a culture of well-being for all employees.

The San Francisco Police Department recognizes the need to prioritize well-being and support healthy behaviors in the workplace. In demonstrating our commitment to members' well-being, the following programs are provided:

2021:

- Diabetes Prevention Program (by HSS/YMCA) – 25 one-hour virtual sessions over 12 months (2 cohorts running) – February 2021
- Ongoing Virtual Yoga, Breathing, & Meditation Classes (by KK)

- Healthy Habits Program for Department Members – 10-week program led by a Wellness Coach (by HSS/Kaiser) – February 2021
- Virtual Exercise Classes: Cardio Kickboxing, Pilates, & Citywide Stretch Breaks (by YMCA/ZSFG) – February 2021
- Virtual Exercise Classes: Vinyasa Yoga, 10-min Stretch Breaks, & Power of Meditation Series (by YMCA/ZSFG) – April 2021
- Webinars: Telecommuting Ergonomics & The Psychology Behind Saving Money + Other Good Financial Habits (by HSS/Kaiser) – April 2021
- Fruit Deliveries for Stations: PARK, RICH, & TARA (by Farm Fresh to You) – April 2021
- Green Pin Campaign to Support Mental Health Awareness Month (by HSS) – May 2021
- Navigating Adversity© Training Course (by Pathfinder Resilience) – 16 hours of POST credit over the course of 8 weeks (2 hours per week) – self-guided online training course – May 2021
- Diabetes Prevention Program (by HSS/YMCA) – 25 one-hour virtual sessions over 12 months (1 cohort running) – June 2021
- Webinars: Loving...YOU!: The Art of Self-acceptance, Preparing Pets for Your Return to Work, Plant-based Food Demo, Group Session: Ask a Nutritionist, Working While Black: Healing Circle, & RPD Stress Management Sessions (by HSS/Kaiser) – June 2021
- Virtual Exercise Classes: Bootcamp, Yogalates, & Citywide Stretch Breaks 10-min (by YMCA/ZSFG) – June 2021
- Webinars: Coping with a Traumatic Event, Working While Black: Healing Circle, & RPD Stress Management Sessions (by HSS/Kaiser) – July 2021
- Virtual Exercise Classes: Zumba, Hatha Yoga, & Citywide Stretch Breaks 10-min (by YMCA/ZSFG) – July 2021
- Webinars: Being a Socially Responsible Person & Fridays–SF Rec & Parks Stress Management Sessions (by HSS/Park & Rec) – August 2021
- Virtual Exercise Classes: Bootcamp, Pilates, & Citywide Stretch Breaks 10-min (by YMCA/ZSFG) – August 2021
- COVID-19 Vaccination Pop-Up Clinics: PHQ (2x) & HOJ (2x) by SFPD/DPH/private clinic – August (start and end of Aug at HOJ) & September 2021
- Predicine COVID-19 Self-Testing Locations at PHQ & Academy (hosted by SFPD/Predicine) – August 2021
- David Ji 21-day Meditation Opportunity thru SFPD's Leadership Development Institute (by Ofc. Brody Elton/David Ji) – August 2021
- Webinars: No Such Thing as a 'Perfect Parent' & Commuting: Fit & Healthy Behind the Wheel (by HSS/Kaiser) – September 2021
- Virtual Exercise Classes: Bootcamp, Pilates, Citywide Stretch Breaks 10-min, Fridays–SF Rec & Parks Stress Management Sessions (by YMCA/ZSFG/Park & Rec) – September 2021
- COVID-19 Vaccination Pop-Up Clinic: Bayview Station by SFPD/DPH/private clinic – September 2021
- Flu Shot Clinics at PHQ and HOJ (by HSS/Kaiser) – October 2021
- 2 City Hall Vaccine Events (by DPH/private clinic) – September 2021 (end of Sep)
- Cardiovascular Health / Joint Event with SFFD (2x) by SFFD/HSS/Kaiser – October 2021
- Navigating Adversity© Training Course (by Pathfinder Resilience) – 16 hours of POST credit over the course of 8 weeks (2 hours per week) – self-guided online training course – October 2021
- Custom New Health Net Canopy Care Presentation for SFPD (by HSS/Canopy Care) – October 2021
- Pink Patch Project to Support Breast Cancer Awareness (by SFPD) – October 2021
- Breast Cancer Awareness Month Virtual Presentation (by BACC/SFPD/POA) – October 2021

- RETURN TO WORK Fruit Deliveries (by HSS/The Fruit Guys) – MISS, TEND, POTR, & INGL – November & December 2021
- RETURN TO WORK Fitness and Fruit Workout Days – Fitness Challenge–Burpee Challenge (*Who can do the most burpees in 3 minutes?*) (SFPD/HSS) – MISS, TEND, POTR, & INGL – November & December 2021
- HEALTHY HOLIDAY CHALLENGE: Webinars – Lifestyle Coaching, Food Demos, Lunch & Learns, & Chair Stretches (by HSS/Kaiser) – November & December 2021
- Webinar: Emotional Eating (by HSS/Kaiser) – November 2021
- Virtual Exercise Classes: Hatha Yoga & Zumba (by YMCA/ZSFG/Park & Rec) – November 2021
- Webinars: Working While Black: Healing Circle, & RPD Stress Management Sessions (by HSS/Kaiser) – November 2021
- Healthy Holiday Food Demo: Just Desserts (by HSS) – November 2021
- Messaging to our Members re Mental Health America’s 2021 National Family Caregiver Month Toolkit (by Mental Health America) – November 2021
- Webinar: The Sandwich Generation: Simultaneously Caring for Children & Aging Parents (by Mental Health America) – November 2021
- Free Whole Life Wellness Training for California Public Safety Professionals (by Pathfinder Resilience) – November 2021
- HEALTHY HOLIDAY CHALLENGE: Webinars – 20-min Lifestyle Coaching, Managing Holiday Stress, Navigating the Next Normal, Virtual Food Demo-Cozy Up to Comforting Soups, & Tuesdays–Chair Exercises (Stretches) by HSS/Kaiser – December 2021

3) Mobility Opportunities for Each Rank

A. Officer Rank

The Officer rank has mobility opportunities in the following areas:

Patrol Station	Mayor’s Office Security Detail
Events / Staffing / Logistics	Crime Scene Investigation
Permits / Alcohol Liaison Unit	Technology Services
Contracted Overtime Unit	Tactical Team
Retail Theft Unit	EOD Team
Teleserv Reports Unit	Mounted Unit
Crisis Intervention Unit	Specialist Unit
Headquarters Lobby Security	Hostage Negotiating Team
Homeland Security Unit	Marine Unit
Department Operations Center	Airport Patrol / Admin / Traffic
Firearms Range Unit	Traffic Unit
Academy Services	Community Engagement Division
Crime Information Unit	Strategic Management Bureau
Staff Services	Crime Gun Investigative Center
	Community Violence Reduction Team

B. Sergeant Rank

The Sergeant rank has mobility opportunities in the following areas:

Patrol Station	Mayor’s Office Security Detail
Events / Staffing / Logistics Coordinator	Crime Scene Investigation

Permits / Alcohol Liaison Unit
 Contracted Overtime Coordinator
 Training Coordinator
 Headquarters Logistics Coordinator
 Teleserv / City Vandalism Coordinator
 Night Investigations Unit
 Station Investigations Unit
 Narcotics Enforcement Unit
 Robbery Unit
 Auto / Burglary Unit
 Special Victims Unit
 Auto Collision Investigation Unit
 Retail Theft Investigation Unit
 Homicide Investigation Unit
 Community Violence Reduction Team
 Academy
 Crime Information Unit
 Risk Management Office

Special Investigations Division
 Tactical Team
 EOD Team
 Mounted Unit
 Specialist Unit
 Hostage Negotiating Team
 Marine Unit
 Airport Patrol / Admin / Traffic
 Traffic Unit
 Crisis Intervention Unit
 Homeland Security Unit
 Department Operations Center
 Firearms Range Unit
 Crime Gun Investigative Center
 Arson Investigation Unit
 Staff Services
 Community Engagement Division
 Strategic Management Bureau

C. Lieutenant Rank

The Lieutenant rank has mobility opportunities in the following areas:

Patrol Station
 Plainclothes / Staffing / Permits
 Alcohol Liaison Unit
 Contracted Overtime
 Crisis Intervention Training
 FOB Headquarters Office
 Teleserv / City Vandalism
 Night Investigations Unit
 Station Investigations Unit
 Narcotics Enforcement Unit
 Robbery Unit
 Auto / Burglary Unit
 Special Victims Unit
 Auto Collision Investigation Unit
 Retail Theft Investigation Unit
 Homicide Investigation Unit
 Community Violence Reduction Team
 Academy
 Crime Information Unit
 Risk Management Office

MTA MUNI Enforcement
 Crime Scene Investigation
 Special Investigations Division
 Tactical Team
 EOD Team
 Honda Unit
 Specialist Unit
 Hostage Negotiating Team
 Homeland Security / Marine Unit
 Airport Patrol / Admin / Traffic
 Traffic Unit
 Crisis Intervention Unit
 Homeland Security Unit
 Department Operations Center
 Firearms Range Unit
 Crime Gun Investigative Center
 Special Events Coordinator
 Staff Services
 Community Engagement Division
 Strategic Management Bureau

D. Captain Rank

The Captain rank has mobility opportunities in the following areas:

Patrol Station
 Major Crimes
 Special Victims
 Strategic Investigations
 Tactical Command
 Homeland Security Unit
 Urban Area Security Initiative
 Traffic Company

Risk Management Office
 Strategic Management Bureau
 Administration Bureau
 Academy
 Crime Information Unit
 Staff Services
 Community Engagement Division
 Special Operations

4) Station / Unit Staff Meetings

Each District Station Commanding Officer meets quarterly with his or her Watch Commanders to discuss the health and well-being of the station or unit. This is an opportunity to ensure information is exchanged from the Command Staff to the line members. It is also an opportunity to relay information from the line member through the chain of command to the Command Staff level. A dedicated portion of these meetings typically involve attention to personal employee matters (i.e.: acknowledging child births, graduations, employee health concerns and well-being).

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making:

- The San Francisco Police Department will continue to foster the development of its members. The Department will renew the list of assigned members in each station or unit to act as Wellness Program ambassadors. The role of the position will provide a liaison between the station/unit and the program. The ambassador will be readily available to provide resources and promote program activities to increase Wellness Program participation throughout the Department.
- The SFPD will continue its Leadership Development Programs and ensure its members have the ability to expand their knowledge of the various functions of the organization.

6. Organizational Culture of Belonging and Inclusion

Goals and performance measures

What is the department's overall goal on Organizational Culture of Inclusion and Belonging?

The San Francisco Police Department's overall goal on organizational cultural of inclusion and belonging is to cultivate an inclusive workforce environment where every member is respected, connected, and feels supported and affirmed. We

believe that to access the full potential of our members we must engage them in a meaningful way and create a safe place where members know that their contributions matter. It is our goal to create a nurturing and supportive culture and to encourage all members to attend programs or schools with proven leadership development. This is in alignment with our Strategic Initiative Cluster – Strengthen the Department. Moreover, it is SFPD’s goal to continue our well-established and codified Accommodation, Behavioral Health and Wellness programs that are currently in operation. These programs continue to provide services to department members, addressing issues and stressors from inside and outside the workplace and allowing for a uniform accommodation process for all personnel.

- 6.1. Foster an intentional organizational culture that is committed to inclusion and belonging.
- 6.2. Develop internal communication processes and procedures that promote equity.
- 6.3. Improve both physical and digital spaces to meet or exceed accessibility standards.
- 6.4. Expand the internal culture of belonging by fostering relationships with the external communities the department serves.

Inclusive Listening Sessions

OEI conducts Inclusive Listening Sessions via the Administration Bureau. The purpose of these sessions is to identify how we can create or maintain an inclusive working environment and/or identify roadblocks to creating an inclusive working environment. Each session is designed for small group discussion (15-20 participants). We also listen to the comments, praises and concerns that members have about the Department. These sessions provide members with a voice that not only is heard but listened to. It’s a safe place where members can speak their truth about how they see things.

Discussion topics include:

- Courage
- Confidence
- Fears
- Value of member contributions
- Ideas and suggestions

- How to make things better
- Value of Internal Procedural Justice (Respect, Trust, Voice and Neutrality)

Four principles of procedural justice

<p>Voice</p> <p>Being able to tell their side of the story and this being sincerely considered by authority figures</p>	<p>Neutrality</p> <p>Transparent and open use of rules, neutral and principled decision making.</p>
<p>Respect</p> <p>Taking issues seriously, being courteous and polite, respecting rights and being respectful in treatment</p>	<p>Trust</p> <p>Sincere, caring, open, honest, considering views, doing what is right for everyone, lack of prejudice</p>

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making:

- The SFPD, Office of Equity & Inclusion will expand the Inclusive Listening Sessions beyond the Administration Bureau to include all members of the Department.

7. Boards and Commissions

Goals and performance measures

The San Francisco Police Commission is a governing oversight body for the San Francisco Police Department. The Police Commission sets policies for SFPD and conducts disciplinary hearings on charges of police misconduct filed by the Chief of Police or the Director of the Department of Police Accountability. SFPD's overall goal is to work with our Police Commissioners to ensure they are apprised of our racial equity and inclusion strategies. SFPD also strives to look at our internal services, as well as our external services to the community, through a racially equitable and inclusive lens.

7.1. Ensure a diverse and equitable board and commission with members that match the community being served.

7.2. Safeguard members so they naturally feel welcomed and valued, not tokenized.

The mission of the Police Commission is to set policy for SFPD and to conduct disciplinary hearings on charges of police misconduct filed by the Chief of Police or Director of the Department of Police Accountability, impose discipline in such cases as warranted, and hear police officers' appeals from discipline imposed by the Chief of Police.

Commissioners are appointed by the Mayor and the Board of Supervisors, and they oversee the Police Department and the Department of Police Accountability. The Police Commission is comprised of a diverse demographic background. The six current board members of professionals from White, Black, Latino and Asian ethnic backgrounds. One of the members is female.

The Police Commission released a public statement promoting racial equality (Resolution 19-62):

Criminal Justice Racial Equity Statement

The San Francisco Community Corrections Partnership, Juvenile Justice Coordinating Council, Reentry Council and Sentencing Commission prioritize racial equity so that all people may thrive. San Francisco's criminal justice policy bodies collectively acknowledge that communities of color have borne the burdens of inequitable social, environmental, economic and criminal justice policies, practices and investments. The legacy of these government actions has caused deep racial disparities throughout San Francisco's juvenile justice and criminal justice system. We further recognize that racial equity is realized when race can no longer be used to predict life outcomes. We commit to the elimination of racial disparities in the criminal justice system.

The Police Commission has also produced a Commission Resolution in support of the Black Lives Matter movement (Resolution 20-44):

Adoption of resolutions expressing support for Black Lives Matter whereas:

- The murders of countless Black men and women by police officers and armed civilians, and the innumerable acts of racism and bias by proxy endured by Black people throughout the country, highlights the urgent need to reaffirm the value of black lives.
- The San Francisco Police Department is committed to bias-free policing, as expressed in Department General Order 5.17, through its plan to institute anti-

bias testing as part of new officer entrance exams, as well as other ongoing measures.

- The San Francisco Police Department has been on the forefront of implementing many critical reforms related to police accountability, bias-free policing, and community policing.
- The San Francisco Police Department continues to revise and improve its Use of Force policies.
- There is more to be done in order for the San Francisco Police Department to make bias-free policing a reality.
- Community policing demands that officers serve all communities with safety, respect and empathy; now, therefore be it.
- RESOLVED, That the San Francisco Police Department shall, in each of its district stations and within 30 days of the passage of this resolution, display a poster or sign of at least 32 x 24 inches that prominently and exclusively features the expression "Black Lives Matter."
- FURTHER RESOLVED, That the poster or sign shall be prominently displayed, placed in a location that is visible by the general public visiting the station and at all times the sign must be unobstructed from a distance of at least five feet.
- FURTHER RESOLVED, That the San Francisco Police Department has an immediate obligation to maintain and replace any sign that is altered, including disfigurement, impairment, or fading from its original condition.
- FURTHER RESOLVED, That the San Francisco Police Department should view the display of these posters as the first step in a larger dialogue with other city agencies and community stakeholders on how to further support Black lives in San Francisco.
- RESOLVED, The Commission Secretary is directed to advise the Department consistent with this Resolution.

Commission Meeting Procedures

At the start of each meeting, the Commission meeting clerk reads a script, so the public is aware of how to access the meetings as well as each Commissioner. An email address and a physical address is provided for letters to be sent to the Commission.

When a member of the public emails or calls the Commission Office, they are given the opportunity to have their email added to the distribution list. Once on the distribution list, they will be sent the Commission agenda the Friday before the meeting. This allows them to directly receive the agenda instead of having to search for it on the website. Once they receive the agenda, they have the information on how to call in to make public comment on those items.

To provide the maximum community access to Police Commission meetings during the pandemic, the Commission provides access in the following methods:

- Community may view the Commission Meeting in real time on SFGovTV or SFGovTV.org.
- Access the meetings as an attendee through the Webex application. The Webex link is posted on the website the Friday before every meeting.
- Community can access the meeting by calling the Public Comment number which is posted the Friday before every meeting. Once they call the number, they are listening to the meeting in real time and can press “*3” on their phone to “raise their hand” when they would like to make public comment, or they can just simply listen to the meeting.
- The agenda’s last page gives directions to members of the public on how to request interpreters or sign language.

The Police Commission provides notices regarding future meetings via the following methods:

- The agenda and supporting documents are posted on the website the Friday before the meeting.
- The agenda is also sent to a mailing list the Friday before the meeting. The list includes special interest groups, individuals, news organizations, District Attorney, Public Defender etc. Members of the public can contact the Commission Office to be placed on that mailing list if they wish.

- The agenda is also posted at the Public Library as is required.

There is currently no tracking system for the number of emails/public comments/letters the Police Commission receives. However, according to the Police Commission Office, there have been noticeable gains in public comments around approximately 50% - 75% for each meeting. Community Groups regularly attend the meeting and provide public comment on policy revisions, crime updates, and policy oversight reports. Since implementing these policy changes, the commission has added at least ten people to the distribution list as well as two community groups.

Priority actions for 2022 calendar year, including opportunities for staff input and decision-making:

- The SFPD Police Commission is committed to public oversight, transparency in its practices, and inclusiveness in its board members.

Department Resourcing for Phase 1 RE Action Plan

Please describe your department's resourcing for Phase 1 RE Action Plan implementation in 2021. Include employee names, titles, and organizational chart. Note the designated Racial Equity Leader(s) with an asterisk. Please clearly distinguish between:

- Staff who were assigned full-time (all responsibilities were directly related to Phase 1 RE Action Plan and other departmental racial equity work)
- Staff who were assigned part-time (had responsibilities not directly related to racial equity, which were reduced for them to take on racial equity work)
- Staff who were voluntary (had responsibilities not directly related to racial equity, which were not reduced for them to take on racial equity work)
- Consultants/vendors (including firm name and contract number, if applicable)

LEADERSHIP TEAM

EXECUTIVE LEADERSHIP TEAM

William Scott, Chief, William.Scott@sfgov.org

Robert Moser, Assistant Chief, Robert.Moser@sfgov.org

Michael Redmond, Assistant Chief, Michael.Redmond@sfgov.org

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RACIAL EQUITY LEADERS – Implementation Team

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Administration						
	SWORN			CIVILIAN		
	Current	Need	Difference	Current	Need	Difference
Administration	3	3	0	1	1	0
Deputy Chief	1	1	0			
Commander	1	1	0			
Sergeant	1	1	0			
Executive Secretary (1452)				1	1	0
Office of Equity and Inclusion	2	5	3	0	1	1
Lieutenant	1	1	0			
Sergeant	0	1	1			
Police Officer	1	3	2			
Sr. Admin Analyst (1823)				0	1	

The Administration Bureau consists of four divisions, including the Administration Division, Training Division, Staff Services Division and Crime Information Services Division. The Bureau is managed by a Deputy Chief and a Commander. The workload for these positions is not easily captured through simple workload measures, so these positions have been classified as non-scalable.

Office of Equity and Inclusion (OEI)

A separate branch of the Administration Bureau is the newly formed Office of Equity and Inclusion (OEI). The OEI was established in March 2021 to create and sustain an equitable, supportive and professional environment. The OEI works in collaboration with all units, divisions, and bureaus within the Department. OEI also manages the “BiasSync Initiative” (a science-based solution for conscious management of unconscious bias) and is tasked to carry out various other policy and reporting functions regarding racial equity impact. To ensure that OEI is provided with the requisite level of importance and influence, the OEI reports directly to the Commander of the Administration Bureau.

The Office of Equity and Inclusion is currently managed by a Lieutenant with support from just one officer, who represents the Office in the field. Since the OEI is short-staffed, the Project Team recommends the addition of one Sergeant, two Officers and one Senior Administrative Analyst to balance the workload and meet the growing demands. The Sergeant would be responsible for administrative tasks, while the Lieutenant manages its operations, focuses on strategic planning and provides oversight. The additional two Officers would split tasks with the currently assigned Officer and would be better able to effectively cover more field work, while a Senior Administrative Analyst would be responsible for all the research and data analysis.

Attachments

Workforce and board/commission demographic data

Include relevant data on status of racial equity within department, such as race/ethnicity by job classification, average pay, discipline and separation, promotions, and changes over the last calendar year.

Racial Equity Action Plan

Link to or attach current version of department Racial Equity Action Plan

Departmental Racial Equity Progress Report Annual Report for 2021

Part B

Submit final to ORE by April 1, 2022

Attend ORE working sessions in January-February 2022 to develop Part B.

Attachment
Budget Equity Tool: Department Inventory <i>Completed department inventory spreadsheet</i>

