

Departmental Racial Equity Progress Report

Annual Report for 2022

Part A

Submit to ORE by May 31, 2023

Department name: San Francisco Police Department

Date: May 31, 2023

Reflections from Department Leadership

What specific racial inequities and disparities within your department are you focused on addressing in 2023?

- The San Francisco Police Department is continuing to review each of our department policies through the lens of racial equity. Specifically, in 2022, the Department focused on the development of a new policy, Department General Order 9.07 – Restricting the Use of Pretext Stops. The goal of this policy is to reduce racial disparities in traffic enforcement by restricting the use of pretext stops. This policy is expected to be adopted and implemented in 2023 and will be a major focus.
- The San Francisco Police Department recently reissued a Racial Equity and Inclusion Survey to our membership to gain an updated baseline on how members' perceptions, feelings, and attitudes have changed or remained the same in regards to racial equity and inclusion within the Department. The results of that survey are being evaluated now, with the results forthcoming in the near future.
- The San Francisco Police Department is continuing to focus on the recruitment of diverse new members, as well as the retention of our current members, to ensure proper staffing to keep the city of San Francisco safe.
- The San Francisco Police Department has made a formal commitment by signing a pledge to the 30 x 30 Initiative to promote the advancement of women in policing. Signing this pledge commits SFPD to a goal of increasing the demographics of our recruit academy classes to 30% women by the year

2030 and to ensuring that the culture of the organization and department policies support the success and advancement of women.

- The San Francisco Police Department is continuing to focus on providing personal growth educational programs in the DEI arena through BiasSync, Race & Reconciliation, Inclusive Leadership, and the Sojourn to the Past Civil Rights Journey trainings.
- The San Francisco Police Department is focusing on reducing gun violence and working with partners to decrease at-risk behavior in young adults. SFPD continues to collaborate with the California Partnership for Safe Communities to do so.
- The San Francisco Police Department is focused on bolstering our technology capabilities to better understand racial disparities both internally and externally.

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

The San Francisco Police Department has a dedicated and established Office of Equity and Inclusion (OEI). The OEI is tasked with creating and sustaining an equitable-supportive and professional environment. The OEI works in collaboration with all units, divisions, and bureaus within the Department.

The OEI is tasked with carrying out various policy, advisory, and reporting functions regarding racial equity and impact. Specifically, the OEI manages the "BiasSync Initiative" (a science-based training solution for conscious management of unconscious bias) and the 30 x 30 Initiative (dedicated to the advancement of women in policing). It is also responsible for the issuance of REAP surveys and the associated results follow up.

The OEI is currently managed by a Lieutenant with no additional support staff at this time due to staffing shortages. The OEI continues to recommend the addition of at least a Senior Administrative Analyst to provide critical analyses to better understand equity issues and impact.

Acknowledged by

Acting Assistant Chief
Denise M. Flaherty #634
Chief of Staff

5.30.23

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).

In order to accomplish our overall goal, SFPD must continue to actively seek out and connect with diverse candidates and work with DHR, Community Base Organizations, Police Employee Groups (PEG), professional networks, re-entry programs, SFUSD and community colleges for diverse candidates. 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 Racial Equity 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 & HIRING

For recruitment, the San Francisco Police Department employs a "Diversity Continuum" strategy: Diverse members are selected to represent the Recruitment Unit and diverse recruitment events are attended by these members. Diverse recruitment campaigns are employed that target diverse audiences and arenas. This process leads to diverse applicants progressing through the hiring process, to the

Police Academy, and to the Field Training Program, culminating in SFPD providing our communities with a diverse police force to serve them.

SFPD utilized the following recruitment strategies in 2022 and will continue to employ these strategies in 2023:

- Launch of a new recruitment website featuring diverse SFPD members (joinsfpd.com)
- Development and release of new recruitment videos featuring diverse SFPD members
- High Touch Recruitment Approach
 - Consistent and frequent follow up with interested candidates via email, phone, and text.
 - Offering of test preparation resources
 - Provision of mentorship and guidance throughout the hiring process
- Preparation and hosting of monthly local workshops and test preparation sessions for the written tests, Physical Ability Test (PAT), and oral interviews
- Hosting of preparatory work out sessions (one on one and in groups)
- Partnerships with City Diversity and Community Groups
- Recruitment at career fairs, job fairs, military bases, government, public safety, and law enforcement-specific recruiting events
- School outreach and recruitment presentations at high schools, colleges, universities, and testing centers
- Partnerships with SFPD Police Employee Groups
- Attendance at District Stations' Community Meetings
- Postings and interaction with the public on a variety of social media platforms
- Advertisement in various media outlets
- Placement of job postings online, on job boards, and in publications
- 1-Day Testing Events
 - All 3 qualification tests are being conducted in one day (Written, PAT and OI)
 - Applicants who attend the 1-Day Testing Event and pass all 3 tests will have their hiring process significantly reduced from 6 months to 3 months
 - College Recruiting Campaign for the 2023 Spring semester (5 locations: Solano College, CSU Dominguez Hills, CSU Northridge, CSU San Bernadino & San Francisco State University)
- Attendance of training and researching of new technologies and strategies for recruiting
- Conduction of surveys to gather feedback, assess recruiting efforts, and implement improvements.

In addition to the aforementioned strategies, SFPD has also 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, Background Unit, and the Training Division which includes the SFPD Police Academy.

SFPD's Recruitment Unit 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 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 Recruitment Unit 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 the race, gender, and age of those applicants.

For applicants who pass the first three testing components, the Backgrounds Unit 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 Academy will then track them through the Academy, specifically in regards to demographics and passage/failure/release/resignation data for each testing component at the Academy.

SFPD continues to hold 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 City 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 Recruitment Unit, Backgrounds Unit, and Academy then use the data and accompanying reports to adjust components of the hiring process where there appear to be disparities.

For example, SFPD recently updated their physical testing requirements in the hiring process to be more in line with other law enforcement agencies and in an effort to reduce disparities noticed. Additionally, SFPD recently removed specific height / weight requirements in the hiring process to promote equity and remove barriers.

Additionally, recently, in 2023, in accordance with Senate Bill 960, the San Francisco Police Department opted to eliminate the citizenship requirement for employment as a sworn police officer. Instead, individuals will now be eligible for employment if they are legally authorized to work in the United States under federal law. This was done in hopes of attracting diverse candidates and promoting equity.

All of these efforts led to an overall 80% diversity in SFPD's incoming recruit classes in 2022 (only 20% of academy recruits identified as white in this hiring timeframe). SFPD will continue these efforts in 2023.

ONBOARDING

SFPD responded to the recommendation from the 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 developed and continues to utilize 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 a primary reason why trainees were released from the Basic Recruit Academy was that they failed the Emergency Vehicle Operations Course (EVOC).

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

- Offering 80 hours of training (double the California Commission on Peace Officer Standards and Training (POST) requirement of 40 hours)
- Assessing the amount of driving experience a recruit has prior to training to determine which recruits may need additional assistance
- Providing 1-on-1 training to each recruit in any component of the course where they are identified as deficient
- Providing optional basic driving skills training
- Revamping the remediation process to allow more time to train recruits to increase chances of testing success
- Increasing the number of weeks in the Academy to allow for the inclusion of basic driving instruction (this is slated to be piloted in the June 2023 Academy class)

In 2022, several recruits were also released from the Basic Recruit Academy due to failures in firearms testing at the Range. In one class, all three Range failures were women. To address this, the Department is in the process of transitioning to a smaller firearm in the upcoming years. This firearm will be easier to manipulate for all candidates, women in particular, and will lend itself to increased success in this testing component as well as improved equity.

Priority actions for 2023 calendar year, including opportunities for staff input and decision-making:

- The San Francisco Police Department will continue to assess recruitment diversity and challenges and examine hiring practices through an equity lens on a regular basis.
- The San Francisco Police Department has committed to implementing SB 960 and will be hiring candidates, regardless of citizenship status, who have a legal right to work in the United States under federal law.
- The San Francisco Police Department has signed the 30 x 30 Initiative's Pledge and is committed to taking specific actions to increase the percentage of women in SFPD's Academy classes to 30 percent by the year 2030.
- The San Francisco Police Department held a Recruitment Summit in March of 2023 to promote best practices and brainstorm ways to increase the pool of diverse candidates. This Summit will be an annual event.
- In an effort to further advance diversity and equity, the San Francisco Police Department will expand its recruitment strategies beyond and in addition to those already noted for 2022 to include the following for 2023:
 - Local walking recruitment campaign ("Boots on the Ground")
 - Location expansion of workout sessions, practice PAT tests and mock interviews, and other recruitment events to include gyms, parks, schools, community centers, police testing sites, and shopping malls (places with constant & high traffic)
 - Development of a Candidate Referral Bonus Program for all city employees
 - Partnership with District Stations and specialized units to create videos for social media.
 - Hosting of in-person NTN (written test) workshops and monthly webinars exclusively for SFPD applicants (these prep sessions are not offered by any other law enforcement agency in the country)
 - Targeted recruitment of military reserves

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 BIPOC 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.

RETENTION

The San Francisco Police Department has established a dedicated Retention Unit to determine professional development pathways for Department members. In 2022, the Department hired a Talent Development Manager (0922) to specifically focus on retention through career counseling and opportunity assessments.

Additionally, the San Francisco Police Department recently created and launched a formalized mentorship program through the Chronus digital platform. This program is open to all SFPD members, including both sworn and professional staff at all levels. Participants (mentors and mentees) are matched based on a computerized compatibility algorithm to help remove bias. This is a significant stride for professional development and retention.

PROMOTION

To promote equity in the sworn promotional process, an oral interview for the position being sought was added and continues to be used. Prior to 2020, promotions for sworn members were made entirely based off 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. The video addressed the interview process and keys to a successful presentation. In his message, he outlined the material to review, as well as what was expected, all of which assists members in their preparations for the interview.

The San Francisco Police Department created its own internal Leadership Development Institute in partnership with Blue Courage, LLC. This year-long training is aimed at developing leaders of all ranks and in all positions within the Department and is open to sworn and professional staff. The institute is geared toward professional leadership development and promotion preparedness.

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

Command Staff Career Development

- SFPD Leadership Development Institute
- POST Executive Development Course
- POST Command College
- FBI National Academy
- PERF Senior Management Institute for Police (SMIP)
- MCCA Police Executive Leadership Institute (PELI)
- Harvard Kennedy School
- Leadership San Francisco
- Naval Postgraduate School – Master of Arts in Security Studies
- Blue Courage
- Inclusive Leadership
- National Incident Management System (NIMS) 100, 200, 300, 700

Captain Career Development

- SFPD Leadership Development Institute
- POST Executive Development Course
- POST Command College
- FBI National Academy
- PERF Senior Management Institute for Police (SMIP)
- Leadership San Francisco
- Blue Courage
- Inclusive Leadership
- National Incident Management System (NIMS) 100, 200, 300, 700

Lieutenant Career Development

- SFPD Leadership Development Institute
- POST Management Course
- POST Executive Development Course
- POST Command College
- Blue Courage
- Inclusive Leadership
- National Incident Management System (NIMS) 100, 200, 300, 700

Sergeant Career Development

- SFPD Leadership Development Institute
- POST Supervisory Course
- Sherman Block Leadership Institute (SLI)
- Institute of Criminal Investigations (ICI) Core Course
- Institute of Criminal Investigations (ICI) Specialty Courses
- POST Detective School
- SFPD Critical Mindset Coordinated Response Course
- Blue Courage
- Inclusive Leadership
- National Incident Management System (NIMS) 100, 200, 300, 700

Priority actions for 2023 calendar year, including opportunities for staff input and decision-making:

- The San Francisco Police Department is committed to providing access to training courses for members' career development and will continue to offer its internal Leadership Development Institute.
- 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.
- The San Francisco Police Department has launched a formal mentorship program, available to all Department members, through the digital Chronus platform.

- The Department will continue to develop and utilize the Retention Unit to mitigate the loss of additional personnel and assess professional development.

3. Discipline and Separation

Goals and Performance Measures

The San Francisco Police Department's overall goal is to create a fair and 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 treated disproportionately harsher than others for discipline and separation. In order to accomplish this goal, SFPD must look at its Risk Management Division and ensure that those administering disciplinary measures and separation have a diverse background and are properly trained in identifying and recognizing implicit biases.

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

RISK MANAGEMENT OFFICE

The SFPD Risk Management Office (RMO) is comprised of 74 members from diverse backgrounds. All SFPD members have received training in implicit bias and explicit bias. Additionally, SFPD continues to partner 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.

Additionally, the Risk Management Office continues to maintain a diverse workforce. The demographic breakdown of the Risk Management Office is as follows:

- White – 31
- Asian – 21
- Black – 9
- Hispanic – 7
- Filipino – 3
- American Indian – 1
- Other – 2

DISCIPLINE

In response to the Racial Equity Action Plan (REAP), the San Francisco Police Department updated the Disciplinary Penalty & Referral Guidelines for members in February of 2021. These measures remain in effect and 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 on 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 a 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 attached 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 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 on 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.

SEPARATION

Closed IAD Cases FY 2022

There were 193 Internal Affairs cases closed during the requested time period, involving 282 employees. One employee had involvement in five cases, four employees had three cases, 22 employees had two cases, and 256 employees had one case.

Race	Employees
A - Asian or Pacific Islander	71
B - Black	30
H - Hispanic	50
W - White	125
Other	6
Grand Total	282

Type of Employee	Employees
Sworn	223
Civilian	58
Reserve	1
Grand Total	282

Gender	Employees
F	49
M	233
Grand Total	282

Age	Employees
Under 40	141
40+	141
Grand Total	282

Bureau	Employee s
Administration Bureau	27
Airport Bureau	35
Chief of Staff	14
Chief's Office	2
Field Operations Bureau	146
Investigations Bureau	30
Special Operations Bureau	27
Strategic Management Bureau	1
Grand Total	282

Disciplinary Action Taken by Race

Disciplinary Action	Asian or Pacific Islander	Black	Hispanic	White	Other	Gr
11.11 Program	0	0	0	2	0	
Admonishment	13	3	8	20	1	
Anger Management Program	1	0	0	0	0	
Board Police Commission	3	1	2	6	1	
Counseling	1	0	0	1	0	
Exceptional Clearance	0	0	0	1	0	
De-certified as Field Training Officer	0	0	0	1	0	
No Further Action	41	20	37	73	4	
Performance Improvement Plan	0	0	1	1	0	
Resignation	3	1	2	4	2	
Retirement	3	0	0	8	0	
Retraining	34	13	20	53	1	
Suspension	11	7	3	20	1	
Suspension Held in Abeyance	1	0	3	4	0	
Termination	2	2	0	4	0	
Written Reprimand	12	5	6	17	1	
Written Warning	0	0	0	1	0	
Grand Total	71	30	50	125	6	

***Grand total reflects a distinct count of employees. There were 486 Disciplinary Actions in the closed cases of FY 21-22.**

Data Source: SFPD's Administrative Investigations Management (AIM) database

Date Prepared: May 4, 2023

Priority actions for 2023 calendar year, including opportunities for staff input and decision-making:

- The San Francisco Police Department holds a quarterly Disciplinary Review Board meeting. In this meeting, representatives from the Risk Management Office, the Administration Bureau, the Department of Police Accountability and the Police Commission convene to discuss disciplinary trends and potential corrective measures. SFPD's Office of Equity and Inclusion will be included in future meetings beginning in 2023 to provide equity insight and to analyze trends and disparities that may exist in the administration of discipline moving forward.

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 and diverse organization where diverse 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 supervisory, management, and leadership 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

LEADERSHIP DEMOGRAPHICS

The San Francisco Police Department is dedicated to developing a diverse and equitable leadership structure. As of May 2023, the demographic breakdown of the Command Staff is as follows:

SFPD Sworn Demographics by Rank

All Sworn Ranks, Separated

Rank	Race	Count	%	Rank	Gender	Count	%
Chief of Police	BLACK	1	100.00%	Chief of Police	Male	1	100.00%
Assistant Chief	WHITE	1	50.00%	Assistant Chief	Male	2	100.00%
	HISPANIC	1	50.00%				
Deputy Chief	WHITE	2	40.00%	Deputy Chief	Male	4	80.00%
	HISPANIC	1	20.00%				
	ASIAN	1	20.00%				
	BLACK	1	20.00%				
Commander	WHITE	4	50.00%	Commander	Male	6	75.00%
	ASIAN	3	37.50%				
	FILIPINO	1	12.50%				
Captain	WHITE	15	51.72%	Captain	Male	27	93.10%
	HISPANIC	3	10.34%				
	ASIAN	6	20.69%				
	BLACK	4	13.79%				
	FILIPINO	1	3.45%				
Lieutenant	WHITE	60	58.25%	Lieutenant	Male	84	81.55%
	HISPANIC	18	17.48%				
	ASIAN	12	11.65%				
	BLACK	10	9.71%				
	FILIPINO	3	2.91%				
Sergeant	WHITE	241	53.56%	Sergeant	Male	372	82.67%
	HISPANIC	61	13.56%				
	ASIAN	77	17.11%				
	BLACK	29	6.44%				
	FILIPINO	33	7.33%				
	OTHER	5	1.11%				
	AM.IND	4	0.89%				
	Police Officer	WHITE	551				
HISPANIC	283	21.82%					
ASIAN	233	17.96%					
BLACK	121	9.33%					
FILIPINO	81	6.25%					
OTHER	27	2.08%					
AM.IND	1	0.08%					
Grand Total		1,895	100.00%	Grand Total		1,895	100.00%

LEADERSHIP TRAINING

The San Francisco Police Department continues to be 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 Executive Leadership group participated in a series of DEI trainings in 2022 including:

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 will effectively transform the team and help to create better relationships within the community.

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 specifically creates awareness and understanding of the impact of diversity and inclusion in a 21st Century world, imparts the values of diversity that will challenge viewpoints and help to develop strategies that will lead to greater organizational effectiveness, and educates participants about the expanding meaning and effects of diversity and inclusion, while gathering information that will help them to connect their personal belief systems and goals to the objectives of the organization.

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 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 inclusive workplace goals and strategies. Further, the data reports are benchmarked and thus provide insight 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. Micro-learning is offered monthly to provide employees with short, relevant ideas that build off our baseline curriculum. These topics are timely and provide actionable steps for immediate implementation, continued practice, and learning reinforcement.

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 a series of modules incorporating educational lectures and facilitated discussions on the topics of bias, implicit and explicit, racism and discrimination. Facilitators included renowned academics, civil rights leaders, and criminal justice experts in the areas discussed. The series provides an opportunity to review Department policies, fundamental concepts of 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 provide an

opportunity to apply learned concepts into practice with the goal of reducing racial disparities in policing.

4. Sojourn to the Past Civil Rights Journey

The San Francisco Police Department continues to partner with the Sojourn Project to provide our members with a full immersion experience into the Civil Rights movement via a moving classroom trip to the Deep South.

To date, SFPD has participated in four such journeys and aims to continue this training opportunity through 2023 and beyond. Participants in the journey have been comprised of Command Staff, other SFPD members of all ranks and levels, including both sworn and professional staff, community members, and members of other agencies and entities such as the Police Commission, the District Attorney's Office, and the Board of Supervisors.

Sojourn to the Past has proven to be a great opportunity for members to gain tangible historical knowledge of Civil Rights events and the role of law enforcement in such events that have impacted the lives of some of our community members. Having knowledge of these perspectives will serve our members in their interactions with our BIPOC population, both internally and externally. These lessons provide context for the viewpoints of 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 path to involving our stakeholders in the way we police in the future.

Priority actions for 2023 calendar year, including opportunities for staff input and decision-making:

- The San Francisco Police Department will continue to monitor its leadership demographics to ensure equitable opportunities exist for members to serve in leadership capacities.

- The San Francisco Police Department will continue to offer the aforementioned trainings to its members in 2023 in recognition and embracement of the importance of diverse and equitable leadership.

5. Mobility and Professional Development

Goals and Performance Measures

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.

- 5.1. Offer professional and skill development opportunities that center individual goals first, then organizational needs.
- 5.2. Encourage collaboration between staff and supervisors that are consistent and thoughtful.
- 5.3. Ensure staff needs are centered and timely met in order to allow them to perform and excel at their jobs.

PROFESSIONAL DEVELOPMENT

Leadership Development

In January 2022, the San Francisco Police Department launched the fourth Leadership Development Institute (LDI) cohort and another fifth cohort in January of 2023. The LDI offers leadership education to all Department members (including all ranks and levels of both sworn and professional staff) that provides professional and personal development training to enhance leadership skills. The Department is proud to offer this education in partnership with Blue Courage and the San Francisco Police Officers' Association. The LDI consists of 12 sessions over a year period.

The mission of the LDI 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 will have an opportunity to develop the following 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

SFPD Wellness Program

The San Francisco Health Service System (SFHSS) supports SFPD's Well-Being@Work efforts and provides us with resources to create a culture of well-being for all of our 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 were offered to members in 2022:

January

Webinar: January 19th: Student Loans and Public Service Loan Forgiveness

1/5 – Office Ergonomics: Desk Workers, 11:00am-12:00pm

1/12 – Navigating the Next Normal, 12:00-1:00pm

1/17 (MLK holiday) – Building Healthy Meals, 10:00-10:45am

1/26 – Fitting It In! Tips for Regular Activity, 11:00am-12:00pm

1/27 – Practice Meditation, 10:00-10:15am

February

Diabetes Prevention Program (DPP)2 cohorts 2/22, 2/24

Healthy Habits Program

Working While Black: Healing Circle

2/3 – Heart Healthy Food Demo, 10:00-10:45am

2/9 – Boosting Your Capacity, 12:00-1:00pm

2/10 – Meditation Practice Series, 10:00-10:15am

2/16 - Heart Health by the Numbers, 12:00-1:00pm

2/22 – Self-care and Self-compassion, 12:00-1:00pm

2/24 – Yoga: Gentle Stretching, 10:00-10:45am

VIRTUAL GROUP EXERCISE CLASSES

Tuesdays Pilates, 5:00-5:45pm

Thursdays Yoga, 5:00-5:45pm

Thursdays, 10-minute Stretch Breaks, 3:00-3:10pm - For the month of February

March

WEBINARS

- 3/23 – Healthy Lifestyles: Changing the Way You Think About Diet and Exercise,
- 3/30 – The Confident You: Taking Charge of Your Life, 12:00-1:00pm

VIRTUAL ACTIVITY CLASSES

- 15-Minute Power of Meditation Series, 10:00-10:15am
- Pilates - Tuesdays 5:00-5:45pm
- Bootcamp - Thursdays 5:00-5:45pm
- 3/24 – Stress Management & Resiliency, 1:00-2:00pm
- 3/24 – Unraveling the alphabet in your gut, 12:30-1:30pm

April

WEBINARS

- 4/12 – Barriers to Healthy Eating, 2:00-3:00pm
- 4/13 – No Such Thing as Perfect Parent, 11:00am-12:00pm
- 4/20 – Sleep Well and Live Fully Awake
- 4/21 – Developing Grit: Strategies for Success in Work and Life
- 4/27 – The Emotionally Healthy Teen: Dealing with Issues of Substance Abuse, Depression, Suicide and Eating Disorders
- 4/28 – Cutting Through the Clutter,

VIRTUAL GROUP EXERCISE CLASSES

- Yoga – Starts in April, Tuesdays 5:00-5:45pm
- Zumba – Starts in April, Thursdays 5:00-5:45pm
- Chair Exercises Series, Thursdays 4/7, 4/14, 4/21, 4/28,

May

WEBINARS

- 5/3 – Laughter, Humor and Play to Reduce Stress and Solve Problems, 12:00-1:00pm
- 5/11 – Talking to Kids About Violent Events with Widespread Media Coverage, 11:00am-12:00pm
- 5/17 – Connecting the Mind and Body for Healthy Living, 12:00-1:00pm
- 5/19 – Helping Children Develop Strong Ethics and Values, 12:00-1:00pm
- 5/25 – Sleep an Essential Component of Health, 12:00-1:00pm
- 5/25 – Kids and the Internet: Becoming a Cyber Savvy Parent, 11:00am-12:00pm
- 5/26 – Mental Fitness for Optimal Brain Power, 12:00-1:00pm
- 5/25 – KP Health Talks: Women's Health, 12:20-1:30pm
- Adjusting to the New Normal: Resilience, Endurance, and Whole Person Self-Care 5/18
- EAP – Stress First Aid: Creating a Culture of Support & Self-care Trainings 5/17, 5/24

VIRTUAL EXERCISE CLASSES

- Pilates – Tuesdays 5:00-5:45pm
- Bootcamp – Thursdays 5:00-5:45pm
- Chair Exercises – Thursdays 12:00-12:15pm

June

WEBINARS

- 6/2 – Emotional Intelligence, 12:00-1:00pm
- 6/6 – Responding to Behavior That Makes You Feel Uncomfortable, 12:00-1:00pm
- 6/8 – Managing Your Emotions in the Workplace, 12:00-1:00pm
- 6/14 – Strengthening Your Ability to Empathize, 12:00-1:00pm
- 6/15 – Nutrition Tips to Increase Metabolism, 12:00-12:45pm
- 6/22 – Barriers to Regular Physical Activity, 10:00-10:30am
- 6/22 – Power of Meditation, 11:00am-12:00pm
- 6/23 – Health Talks: Prediabetes, 12:30-1:30pm
- 6/23 – Living with Purpose & Finding Your Why, 12:00-12:45pm

VIRTUAL EXERCISE CLASSES

- Pilates – Tuesdays 5:00-5:45pm
- Gentle Yoga – Thursdays 5:00-5:45pm

July

WEBINARS

- 7/12 – Personal Action to Live More Zero Waste, 12:00-1:00pm
- 7/20 – Your Brain Matters, 12:00-12:45pm
- 7/28 – Neck, Back, and Shoulder Pains, 12:30-1:30pm

VIRTUAL EXERCISE CLASSES

- Pilates – Tuesdays 5:00-5:45pm
- Gentle Yoga – Thursdays 5:00-5:45pm

August

WEBINARS

- 8/3 – Civility in the Workplace, 11:00am-12:00pm
- 8/3 – Screen Time, 2:00-3:00pm
- 8/16 – Building Your Child's Self-Esteem, 12:00-1:00pm
- 8/17 – Positive Thinking: A New Attitude, 12:00-1:00pm
- 8/18 – Save Your Skin, 12:00-12:45pm
- 8/25 – Infertility: Join Dr. Nikhil Joshi, Ob/Gyn, to learn about Kaiser Permanente's fertility services and the Centers for Reproductive Health.

VIRTUAL EXERCISE CLASSES

- Pilates – Tuesdays 5:00-5:45pm
- Vinyasa Yoga – Thursdays 5:00-5:45pm

September

WELL-BEING WEBINARS

- 9/7 – Eating Healthy on a Budget, 10:00-11:00am
- 9/13 – Journaling and Writing for Personal Growth, 12:00-12:45pm
- 9/20 – Relaxation "Micro-Moments" and Winding Down Techniques, 12:00-12:45pm
- 9/21 – Nutrition to Reduce Stress, 12:00-12:45pm
- 9/22 – Mindfulness Based Stress Reduction, 12:30-1:30pm
- 9/28 – Building Healthy Meals, 12:00-12:45pm

VIRTUAL EXERCISE CLASSES

Pilates – Tuesdays 5:00-5:45pm

Vinyasa Yoga – Thursdays 5:00-5:45pm

Mindfulness + Meditation – Tuesdays and Thursdays, 3:30-3:50pm

9/22 – Suicide Prevention Awareness webinar

October

10/4 – 9:00am-3:00pm, City Hall Benefits Fair and Flu Shot Clinic, South Light Court

10/18 – 9:00am-3:00pm, 49 SVN Benefits Fair and Flu Shot Clinic, Room 132

10/20 – 7:30am-12:00pm, SFPUC Flu Shot Clinic, 1000 El Camino Real, Millbrae

10/26 – 9:00am-2:00pm, SFHSA Flu Shot Clinic, 170 Otis Street, Born Auditorium

10/27 – 8:00am-5:00pm, SFHSS Wellness Center Benefits Fair and Flu Shot Clinic, 1145 Market Street, Suite 100

WELL-BEING WEBINARS

10/12 – Learning to Relax, 10:00-11:00am

10/13 – Caregivers Self-Care, 1:00-2:00pm

10/19 – Give Your Immune System a Boost, 12:00-12:45pm

10/25 – Walking for Mental Health, 2:00-3:00pm

10/27 – Breast Cancer, 12:30-1:30pm

VIRTUAL EXERCISE CLASSES

Pilates – Tuesdays 5:00-5:45pm

Bootcamp – Thursdays 5:00-5:45pm

Mindfulness + Meditation – Tuesdays and Thursdays, 3:30-3:50pm

10/11 – Free Cooking Demo from SF Michelin-Star Chef: How to Say Goodbye to Gas & Cook Electric

November

Healthy Habits Program – Starts 11/9

Lifestyle Coaching – Phone Appointments Available from 10:00AM-2:00PM ON 11/30, 12/14, & 12/28

11/1 – 11:30am-1:30pm, SF Animal Care & Control Flu Shot Clinic, 1419 Bryant Street, 2nd Floor.

11/2 – 10:00am-2:00pm, SF War Memorial Flu Shot Clinic, 401 Van Ness Avenue, Room 302

11/3 – 8:30am-12:30pm, SF Port Flu Shot Clinic, Pier 1 The Embarcadero, Bayside Room

WEBINARS

11/9 – Using Kindness to Achieve Personal Success and Happiness, 11:00am-12:00pm

11/9 – Regaining or Establishing Gratitude, 12:00-12:30pm

11/16 – Coping During Uncertain Times, 11:00-12:00pm

11/17 – Making the Most of Family Occasions, 12:00-1:00pm

11/18 – Holiday Eating, 11:00-11:45am

12/1 – The Power of Gratitude, 12:00-1:00pm

VIRTUAL EXERCISE CLASSES

Pilates – Tuesdays 5:00-5:45pm

Bootcamp – Thursdays 5:00-5:45pm

Mindfulness + Meditation – Tuesdays and Thursdays, 3:00-3:20pm

December

WEBINARS

- 12/1 – Gratitude (Practicing gratitude during the holidays), 12:00-1:00pm
- 12/6 – Connecting Mind and Body for Healthy Living, 11:00am-12:00pm
- 12/8 – Holiday Eating, 1:00-2:00pm
- 12/8 – Loneliness and Social Isolation in Today's World, 12:00-1:00pm
- 12/13 – Mindfulness: Being Present in Your Work and Life, 11:00am-12:00pm e
- 12/13 – After the Holidays - Managing that Debt, 12:00-1:00pm
- 12/14 – The Gift of Health, 12:00-12:45pm
- 12/15 – The Next Step - Exercise at a Higher Level, 12:00-1:00pm
- 12/16 – Stress Busters: De-Stress Your Life During the Holidays 11:00am-12:00
- 12/16 – Yum! Meal Preparation: Holiday Food Demo, 12:00-1:00pm

Mindfulness & Meditation – 20-Minute Virtual Sessions

Reset and recharge your mind and body every week with instructor, Lane Kennedy. Group sessions are hosted live on Tuesdays and Thursdays at 3:00pm.

VIRTUAL GROUP EXERCISE

- Pilates – Tuesdays 5:00-5:45pm
- Bootcamp – Thursdays 5:00-5:45

MOBILITY

The San Francisco Police Department offers a wide variety of opportunities in terms of mobility. While the “Promotion” section above outlines information regarding upward mobility, lateral mobility opportunities also exist and are delineated by rank below:

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/MTA |
| Academy Services | Community Engagement Division |
| Crime Information Unit | Strategic Management Bureau |
| Staff Services | Crime Gun Investigative Center |
| Muni Division/MTA TSA K9 | Community Violence Reduction Team |
| Tactical Patrol K9 | Airport TSA K9 |

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	Special Investigations Division
Contracted Overtime Coordinator	Tactical Team
Training Coordinator	EOD Team
Headquarters Logistics Coordinator	Mounted Unit
Teleserv / City Vandalism Coordinator	Specialist Unit
Night Investigations Unit	Hostage Negotiating Team
Station Investigations Unit	Marine Unit
Narcotics Enforcement Unit	Airport Patrol / Admin / Traffic
Robbery Unit	Traffic Unit/MTA
Auto / Burglary Unit	Crisis Intervention Unit
Special Victims Unit	Homeland Security Unit
Auto Collision Investigation Unit	Department Operations Center
Retail Theft Investigation Unit	Firearms Range Unit
Homicide Investigation Unit	Crime Gun Investigative Center
Community Violence Reduction Team	Arson Investigation Unit
Academy	Staff Services
Crime Information Unit	Community Engagement Division
Risk Management Office	Strategic Management Bureau
Muni Division/MTA TSA K9	Tactical Patrol K9
	Airport TSA K9

Lieutenant Rank

The lieutenant rank has mobility opportunities in the following areas:

Patrol Station	MTA MUNI Enforcement
Plainclothes / Staffing / Permits	Crime Scene Investigation
Alcohol Liaison Unit	Special Investigations Division
Contracted Overtime	Tactical Team
Crisis Intervention Training	EOD Team
FOB Headquarters Office	Honda Unit
Teleserv / City Vandalism	Specialist Unit
Night Investigations Unit	Hostage Negotiating Team
Station Investigations Unit	Homeland Security / Marine Unit
Narcotics Enforcement Unit	Airport Patrol / Admin / Traffic
Robbery Unit	Traffic Unit
Auto / Burglary Unit	Crisis Intervention Unit
Special Victims Unit	Homeland Security Unit
Auto Collision Investigation Unit	Department Operations Center
Retail Theft Investigation Unit	Firearms Range Unit
Homicide Investigation Unit	Crime Gun Investigative Center
Community Violence Reduction Team	Special Events Coordinator
Academy	Staff Services
Crime Information Unit	Community Engagement Division
Risk Management Office	Strategic Management Bureau

Captain Rank

The captain rank has mobility opportunities in the following areas:

Patrol Station	Risk Management Office
Major Crimes	Strategic Management Bureau
Special Victims	Administration Bureau
Strategic Investigations	Academy
Tactical Command	Crime Information Unit
Homeland Security Unit	Staff Services
Urban Area Security Initiative	Community Engagement Division
Traffic Company	Special Operations
Airport Traffic Division	Airport Patrol Division
Airport Administrative Services	

Professional Staff

The San Francisco Police Department has a dedicated Talent Development Manager to work with professional staff on exploring mobility opportunities, in terms of promotion and lateral equivalencies. Additionally, SFPD's HR team posts positions for reassignment internally as they become available to provide opportunity for professional staff members to explore new assignments within the Department.

Priority actions for 2023 calendar year, including opportunities for staff input and decision-making:

- The San Francisco Police Department will continue to foster the well-being of its members by offering a wide variety of wellness opportunities.
- The San Francisco Police Department will continue to offer professional development opportunities through our Leadership Development Institute as well as other leadership programs.
- The San Francisco Police Department will continue to provide mobility opportunities for all members.
- The San Francisco Police Department is working on policy changes to allow for better monitoring of the equity of training opportunities in terms of who receives training and who does not.

6. Organizational Culture of Belonging and Inclusion

Goals and Performance Measures

The San Francisco Police Department's overall goal on organizational culture 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 outside the workplace and allowing for a uniform accommodation process for all personnel. Our end state is a continued high functioning accommodation, behavioral health, and wellness program for the Department's members.

- 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.

ORGANIZATIONAL CULTURE OF BELONGING AND INCLUSION

The San Francisco Police Department will be assembling a 30 x 30 women in policing focus group to better understand the needs of women members. The vision is for this group to meet regularly do discuss topics including:

- The overall culture within the SFPD, with a focus on problem areas that negatively impact employees and the community.

- How culture, organizational structures, and policies impact women at all career stages (from recruitment through promotion, exiting, and retirement) and how these compare to similarly situated men.
- Barriers to career advancement specific to women and how these compare to the experiences of men.
- Ideas for improvement on all points of concern identified in focus group discussions.

Priority actions for 2023 calendar year, including opportunities for staff input and decision-making:

- The San Francisco Police Department's Office of Equity and Inclusion will develop a 30x30 focus group that is open to all members of the SFPD to offer input and creative ideas on how the organization can foster inclusion and equality that will advance the sworn women officers 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 set policies for the Police Department and conducts disciplinary hearings on charges of police misconduct filed by the Chief of Police or Director of the Department of Police Accountability. SFPD's overall goal is to work with our Police Commissioners to ensure the Commissioners are apprised and informed of our racial equity and inclusion strategies and for both agencies 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 members that match the community being served.

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

POLICE COMMISSION

Commissioners are appointed by the Mayor and the Board of Supervisors, and they oversee the San Francisco Police Department and the Department of Police Accountability. The Police Commission is diverse, and the seven current board

members consist of professionals from White, Black, Latino and Asian ethnic backgrounds. Two of the members are women.

Police Commission meetings are held the first three Wednesdays of every month and are open to the public as well as televised live through SFGovTV.org. The public is given a platform to express their opinions on matters discussed during the “Public Comment” time given for each agenda item. The Police Commission has ensured inclusiveness and accessibility by making available, upon request, assistive listening devices, real time captioning, sign language interpreters, and other accommodations.

Priority actions for 2023 calendar year, including opportunities for staff input and decision-making:

- The Police Commission continues to be committed to public oversight, transparency in its practices, and inclusiveness in its board members.
- The San Francisco Police Department will continue to keep the Police Commission apprised of its racial equity and inclusion strategies through presentations, policy development, and overall collaboration.

Department Resourcing for Phase 1 RE Action Plan

Please describe your department's resourcing for Phase 1 RE Action Plan implementation in 2022. 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)*

San Francisco Police Department Leadership Team

- William Scott, Chief of Police
- Denise Flaherty, Acting Assistant Chief, Chief of Staff
- Nicole Jones, Acting Deputy Chief, Administration Bureau
- Gaetano Caltagirone, Acting Commander, Administration Bureau
- Diana Oliva-Aroche, Director, Policy and Public Affairs
- Catherine McGuire, Executive Director, Strategic Management Bureau

- Benjamin Houston, Human Resources Manager, Staff Services
- Hector M. Jusino Jr., Lieutenant, Office of Equity & Inclusion*
- Aaron Yoo, Sergeant, Recruitment Unit
- Luciana Ng, Recruiter, Recruitment Unit
- Javier Acosta, Recruiter, Recruitment Unit
- Orla Petirs, Talent Development Manager, Staff Services
- Tony Chow, Senior Administrative Analyst, Staff Services

SFPD Office of Equity and Inclusion (OEI)

As mentioned previously, the San Francisco Police Department has a dedicated and established Office of Equity and Inclusion (OEI). The OEI is tasked with creating and sustaining an equitable-supportive and professional environment. The OEI works in collaboration with all units, divisions, and bureaus within the Department.

The OEI is currently managed by a Lieutenant with no additional support staff at this time. The OEI continues to recommend the addition of a Senior Administrative Analyst to provide critical analyses to better understand equity issues and impact.

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

- [Untitled \(sanfranciscopolice.org\)](#) This link is for the full REAP Plan 1.0
- [SFPDREAP20220505.pdf \(sanfranciscopolice.org\)](#)
- [SFPD Strategic Plan.PDF \(sanfranciscopolice.org\)](#)
- [SFPDSwornDemographics20230403.pdf \(sanfranciscopolice.org\)](#)

Departmental Racial Equity Progress Report Annual Report for 2022

Part B

Submit final to ORE by May 31, 2023

Attend ORE working sessions in January-February 2023 to develop Part B.

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