

Recommendation 42.1

TK

Tanya Koshy [REDACTED]

Tue 7/27/2021 4:06 PM

To:

- Gabriel Martinez [REDACTED]
- McGuire, Catherine (POL);
- Scott, William (POL)

+8 others

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Dear Acting Captain Altorfer:

Our office has completed its review of the materials related to Recommendation 42.1 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 42.1: The SFPD should continue to grant district captains the authority to serve the diverse populations represented in their districts within the tenets of community policing. However, the department needs to provide structure and support to these initiatives in accordance with the proposed strategic community policing plan.

Response to Recommendation 42.1:

SFPD has taken several steps to provide structure and support to district station captains' community policing initiatives. A primary example of the steps SFPD has taken is the restructuring of its Command in 2017 to place the Community Engagement Division (CED) under the Field Operations Bureau (FOB). A Commander oversees the CED and supports the efforts of all stations, bureaus, and assignments to promote community oriented policing. The CED Commander does this in collaboration with the Commanders of the various Department bureaus (FOB, Special Operations, Investigations, etc.). The CED must also host community events and programs to build community trust and must also work with the Media Relations Unit to provide information to the community.

SFPD also established an Internal Review Committee, consisting of the FOB Deputy Chief, Commanders of Golden Gate and Metro Divisions, and the ten District Station Captains to discuss community policing initiatives. As noted in the Department of Justice's email finding SFPD in substantial compliance with Recommendation 42.2 (Community Policing), SFPD will hold an Internal Review Committee meeting in January of each year and, on top of that annual meeting, SFPD will discuss community policing best practices during the Captain's monthly meeting. During the annual meeting, the FOB Deputy Chief and the Commanders of the Golden Gate and Metro Divisions will select three district captains who engaged in successful and

innovative community policing practices during the previous year to serve as peer-to-peer trainers to the other district station captains and lieutenants for the upcoming year. The Captain's monthly meeting is facilitated by the CED Commander and is attended by the district station Captains assigned to FOB. In this meeting, the CED Commander and district station Captains discuss their community policy efforts.

Finally, SFPD's Department General Order (DGO) on community policing (DGO 1.08) went into effect in February 2021 and provides an overarching framework for community policing initiatives at the district station levels. Under DGO 1.08, district station captains are required to prepare an annual strategic plan on community policing. In this plan, the district station captains must describe how to continue to build relationships with community stakeholders. This plan informs the district station captains' community policing initiatives for the upcoming year. To help district station captains with preparing this plan, the SFPD issued Unit Order 20-04, which provides the district station captains with a template on what the strategic plan should include, such as what social media strategies the captains will use in the upcoming year and a list of the events that the captains will hold.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

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

Tanya

Finding # 42	The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.
Recommendation # 42.1	The SFPD should continue to grant district captains the authority to serve the diverse populations represented in their districts within the tenets of community policing. However, the department needs to provide structure and support to these initiatives in accordance with the proposed strategic community policing plan.

Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

Field Operations Bureau Unit Order 20-04 Community Policing Annual Plans (9/25/2020) requires district captains to establish annual community policing strategic plans and provides a template to commanders to ensure district activity is consistent with the SFPD’s Community Policing Strategic Plan and Department General Order 1.08 Community Policing. The Community Engagement Division officers assist district captains through direct participation in station level events; or by disseminating and evaluating feedback regarding the event’s effectiveness. The policy provides for quarterly and annual review of all community policing events or plans to ensure they are consistent with the strategic focus of the department and review components are identified.

The recommendation is considered to be complete; however, the Hillard Heintze team will continue to monitor implementation of this and similar recommendations to ensure the practices are institutionalized.

Compliance Measures		Status/Measure Met
1	Evidence that district captains are provided structure and support to guide their community policing initiatives.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Evidence that the community policing initiatives are consistent with the strategic community plan required by these recommendations.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Evidence of departmental support to captains on community policing.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Review or audit to ensure district goals are consistent with the strategic plan.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

Compliance Issues



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Finding #42: The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.

Recommendation #42.1: The SFPD should continue to grant district captains the authority to serve the diverse populations represented in their districts within the tenets of community policing. However, the department needs to provide structure and support to these initiatives in accordance with the proposed strategic community policing plan.

Response Date: 03/08/2021

Executive Summary:

The Community Policing Strategic Plan, outlines the Department's Community Policing Vision, Values, Goals and Objectives. It also contains metrics for implementation and strategies. This serves as the Department's Community Policing Guide, provides structure to the district Captains and grants district Captains the authority to serve the diverse populations represented in their districts within the tenets of community policing. The Commander of the Community Engagement Division is responsible for promoting and auditing these Community Oriented Policing and Problem Solving concepts and efforts throughout the entire Department. The Commander ensures the Community Engagement Division (CED) provides an overall Department structure and framework to enhance community relationships in our City. The Commander of CED works collectively with the Commanders of FOB (Golden Gate and Metro), to support the effort of all district captains, by promoting community oriented policing and problem solving policies, procedures and practices. Our goal as an organization is to establish and maintain trust, while creating partnerships with the residents, merchants and visitors of our city. In addition to this, CED has provided additional structure and support to the district Captains by issuing a unit order for Annual Community Policing Strategic Plans. This order provides a guide to district Captains for their annual Community Engagement and Community Policing Strategies. This establishes a standard format to document, track and analyze the Department's Community Policing efforts in order to utilize the data for crime and community policing strategies.

Compliance Measures:

- 1) **Evidence that district captains are provided structure and support to guide their community policing initiatives.**
 - The Community Policing Strategic Plan provides the District Captains the structure to guide their community policing initiatives.
(See Attachment 1)- DB-19-165 Community Policing Strategic Plan



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- FOB Unit order 20-04- Annual Community Policing Strategic Plans provides each district captain template to formulate their Community Policing Strategy for their district to ensure that community policing is occurring systematically across the Department. (See Attachment 2)- FOB Unit Order 20-04 -Community Policing Annual Plans.
- CED provides the overall Department structure, support and framework for promoting and auditing Community Oriented Policing and Problem Solving concepts and efforts throughout the entire Department. The Commander of CED works collectively with the Commanders of FOB (Golden Gate and Metro) to support the effort of all district captains, by promoting community oriented policing and problem solving policies, procedures and practices as outlined in DGO 1.08. *DGO 1.08 is complete and has been accepted by the Department through the internal concurrence process. It is currently set to go before the Police Commission on October 7, 2020 for adoption.* (See Attachment 3)- Draft of DGO 1.08- Highlighted sections

2) Evidence that the community policing initiatives are consistent with the strategic community plan required by these recommendations.

- Field Operations issued a Unit Order to ensure that the community policing initiatives are consistent with the strategic community plan and are occurring systematically across all District Stations. This Unit Order provides each district captain with a guide on how to formulate their community policing strategies within their district. It reinforces that each engagement activity should have a purpose that supports the Department's Community Policing Vision, Values, Goals and Objectives, with topics of discussion or literature for Officers to engage and educate the community during the event.

The outline provides a generic example for district station to follow as a guide for their Community policing strategies.

Such as:

Below is the Community Engagement Strategy for (Fill in Station Name). Education and Relationship building (Goals 2 and 4 of the Community Policing Strategic Plan) are the main focus of our engagement events.

Our event will focus on educating the community about the department, crime prevention, crime trends and problem solving.

(Refer to Attachment 2)- FOB Unit Order 20-4 -Community Policing Annual Plans.

The Community Engagement Division, is responsible for assuring that the community policing initiatives are consistent with the Goals and Objectives that are outlined in the Community Policing Strategic Plan.



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Example #1:

Goal 3 of the Community Policing Plan focuses on Problem Solving. Objective 3.2 collaboratively identify and develop responses to local issues and concerns with individuals, community-based organizations, and city services.

In response to some of the local issues and concerns from the community as a result of the COVID-19 global pandemic, The Department collaboratively identified a need to educate the community on proper personal protection equipment and the importance of sheltering in place in response to some of the local issues and concerns that have developed during this global pandemic. This is in direct support of Goal 3, Objective 3.2 of the Department's Community Policing Strategic Plan. The Family Day Car Parade event was held on June 27th 2020 in the Taraval District. The Captains of CED, Taraval, Ingelside, and Traffic Division work in collaboration with the Family Day Committee, with community leaders, faith-based leaders, and various representatives from City Departments and Community Service Providers. 50-60 vehicles participated in a Family Day Car Parade, which provide a safe environment for Department members and community members to pass out mask, hand sanitizers and educated (Goal 2) the community on situational awareness of the global pandemic, while at the same time engaging and fostering positive relationships and trust building (Goal 4).

(See Attachment 4) -Operation order and After Action Report.

3) Evidence of departmental support to captains on community policing.

The Department has taken the below steps in order to provide the District Captains with the necessary support on community policing by issuing the below policies.

- CED was moved to FOB with a Commander put in place to lead the Division. Although it is expired, DB 17-166 is included to show the timeline of events.
- Department Bulletin 19-173 shows the Organization of SFPD Command Staff, which continues to show there is a Commander of CED and CED is under the command
- Department Bulletin 19-093 was issued 04/29/19 which defines the current CED, the units and programs it oversees.
(See Attachment 5)- Department Bulletins: 17-166, 19-093, and 19-173
- DGO 1.08 Community Policing and Problem Solving further codifies that CED is responsible for promoting Community Oriented Policing concepts and efforts throughout the entire Department. The Commander of CED works collectively with the Commanders of FOB to provide the necessary structure and support for the District Captains to effectively promote these concepts efforts.



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(Refer to Attachment 3)- DGO 1.08- Highlighted Section

Example #2:

Goal 4: Relationship building focuses on Strong, trustful relationships between SFPD and all facets of San Francisco community. Objective 4.1: Increase officer presence and proactive, proactive engagement with individuals outside of calls for service. Objective 4.2: Provide unbiased, dignified and equal treatment and access to resources to all communities members.

In support of Goal 4 and Objectives 4.1 and 4.2, the Community Engagement Division offered support to the District stations by assisting with the coordination of the National Faith and Blue Celebration. The Department worked in collaboration with the Faith Based community organizations to unite faith and community for a nationwide weekend of resolution and reconciliation. The Department utilized this event to facilitate open dialogue with the community that was focused on bias free policing and relationship building.

(See Attachment 6)- Example of Email Correspondence from the Captain of CED to the CLO's at the District Station regarding the National Faith and Blue Weekend.

Here are a few the URL Links from the District Station regarding Faith and Blue Weekend:

<https://twitter.com/SFPDPark/status/1314774220287569921?s=20>



[SFPD Park Station on Twitter](https://twitter.com/SFPDPark/status/1314774220287569921?s=20)

"Today, @SFPDPark was honored to participate in the National Faith and Blue Weekend, bringing together law enforcement and the faith community to build bridges and break biases. Thank you @SFPDDCLazar, Father Michael Quinn, and all the community members that attended. #SFPD" twitter.com

<https://twitter.com/SFPDSouthern/status/1314638805735936000?s=20>



[SFPD SouthernStation on Twitter](https://twitter.com/SFPDSouthern/status/1314638805735936000?s=20)

"Thank you to the community for joining us at the Faith and Blue Event. #faithandblue" twitter.com



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<https://twitter.com/SFSAFE/status/1315736560592093185?s=20>



[San Francisco SAFE on Twitter](#)

"Recently, @SFPDCentral Station, @SFSAFE, religious leaders & community members visited St. Peter & Paul Church, Nat. Shrine of St. Francis of Assisi, Buddha's Univ. Church & the Presbyterian Church in Chinatown for a prayer/blessing/teaching re: peace as part of a Peace March."
twitter.com

- For additional support to the Captains, the department has created a survey link on the department's web page. To collect feedback from the community to help measure effectiveness of our community policing and engagement strategies so the Captains now have the ability to incorporate community feedback in to crime and community policing strategies.

(See Attachment 7)- Screenshots of survey web page

Example #3:

During the Faith and Blue event, officers past out business cards with the link to the survey webpage to gain community feedback from the event.

(See Attachment 8)- Sample of Business Card with survey web link.

Example #4:

Focusing on Education, Goal 2 of the Community Policing Strategic Plan, the Department expanded its outreach to educate the community on Department policies, procedures and investigations for: Use of Force, Officer Involved Shootings, Officer Conduct, Members of the Public Complaint and Commendation Process, and the Six Pillars of 21st Century Policing. In order to hear the community's voice, promote transparency and accountability the Department has committed to promoting transparent dialogue regarding these issues. To grant district captains the authority to serve the diverse populations represented in their districts within the tenets of community policing, FOB unit orders were issued to the District Captains and reviewed with each District Captain during the Captain's monthly meetings to ensure these discussions are systematically occurring throughout each district.

(See Attachment 9) FOB unit orders 19-01, 20-01, and 20-03

Example #5:

The Commander of the Community Engagement Division reviewed the community feedback from the Faith and Blue Event and discussed it with the Captains at the November's Captain's monthly meeting. The Captains also discussed cross organizational goals by providing their feedback regarding how the event went within their perspective districts. This information will be utilized for review and improvement for the next Faith and Blue Weekend (2021).



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(See Attachment 10)- Agenda and meeting notes from Captain's monthly meeting.

Given that the audit and review process is still in the early stages of development, moving forward the Department will utilize the Community Policing Annual Plans outlined in FOB unit order 20-4 (Refer to Attachment 1) to determine whether district goals are consistent with the Department's Strategic Plan. The Department will utilize the Captain's monthly meetings for internal discussion to ensure that goals are achieved and remain consistent with the initiatives. For review and improvement the Commander of CED does a review of the community policing policies, best practices, community feedback, etc., with the District Captains during the Captain's monthly meetings as shown in examples 1-5.

4) Review or audit to ensure district goals are consistent with the strategic plan.

The Commander of the Community Engagement Division is responsible for promoting and auditing Community Oriented Policing and Problem Solving concepts and efforts throughout the entire Department. The Commander of CED ensures the Community Engagement Division (CED) provides an overall Department structure and framework to enhance community relationships in our City. During the Captain's monthly meetings, the Commander of CED works collectively with the Commanders of FOB (Golden Gate and Metro) to provide structure and support to the District Captains by providing policies and procedures to assist the District Captain's with their Annual Community Policing Strategies to ensure that district goals are consistent with the Community Policing Strategic Plan.

As requested by Hillard Heitnze on 03/08/2021 to satisfy compliance measure number four, the Commander of CED has received Community Policing Strategies from all ten District Stations, Community Engagement Division, and the Special Operations Bureau. The remaining annual community policing strategies are forthcoming. To evaluate whether the goals and objectives submitted in the strategic plans have been achieved. On a monthly basis, captains are required to submit a captain's monthly report through the chain of command through memo format. Moving forward, a component of that summary will include community policing data to measure the community policing objectives of each assignment. These memos will be uploaded to the Teams shared folder and the Commander of CEO will conduct quarterly audits and reviews to ensure that each Bureau, Unit, Detail and District Station are meeting their goals that were outlined in their annual plan. The Department recognizes that there is a learning curve and will continue to conduct audits and reviews of this process making necessary additions and adjustments. As the Department progresses, the Department anticipates seeing improvements to the submissions of the annual plans as well as improvements to the auditing process.



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On 10/15/2020 during a prescreen call with Hillard Heintze and California Department of Justice to discuss Recommendation # 42.1:

Recommendation 42.1 (The SFPD should continue to grant district captains the authority to serve the diverse populations represented in their districts within the tenets of community policing. However, the department needs to provide structure and support to these initiatives in accordance with the proposed strategic community policing plan.)

For compliance measures 2 and 3, SFPD should provide specific examples. While Cal DOJ and Hillard Heintze acknowledge that the strategic plan and DGO 1.08 were only recently formalized, SFPD can provide these examples, given that the Department has previously explained that it had already implemented many of the goals/strategies of the plan and policy.

For compliance measure 4, Hillard Heintze stated that SFPD can note that its audit or review plan is in its early stages (given that the strategic plan and DGO were recently formalized) but also identify the specific criteria it would look at to determine whether district goals are consistent with the Department's strategic plan.

Response (10/15/2020):

The above changes were made in each compliance measure.

On 03/08/2021 during a technical guidance call with Hillard Heintze and California Department of Justice to discuss Recommendation # 42.1:

"The SFPD should continue to grant district captains the authority to serve the diverse populations represented in their districts within the tenets of community policing. However, the department needs to provide structure and support to these initiatives in accordance with the proposed strategic community policing plan.

Cal DOJ asked Hillard Heintze whether SFPD's response to compliance measure 4, "Review or audit to ensure district goals are consistent with the strategic plan," were specific enough to address Hillard Heintze's concerns at a prior prescreening meeting and to meet substantial compliance. Hillard Heintze recommended adding the explanation of the audit discussed for recommendation 40.8 (above) to satisfy the compliance measure."

Response (03/08/2021):

The Commander of CED has received Community Policing Strategies from all ten District Stations, Community Engagement Division, and the Special Operations Bureau. The remaining annual community policing strategies are forthcoming. To evaluate whether the goals and objectives submitted in the strategic plans have been achieved. On a monthly basis, captains are required to submit a captain's monthly report through the chain of command



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through memo format. Moving forward, a component of that summary will include community policing data to measure the community policing objectives of each assignment. These memos will be uploaded to the Teams shared folder and the Commander of CEO will conduct quarterly audits and reviews to ensure that each Bureau, Unit, Detail and District Station are meeting their goals that were outlined in their annual plan. The Department recognizes that there is a learning curve and will continue to conduct audits and reviews of this process making necessary additions and adjustments. As the Department progresses, the Department anticipates seeing improvements to the submissions of the annual plans as well as improvements to the auditing process.