

[REDACTED]

From: Tanya Koshy [REDACTED]
Sent: Thursday, August 12, 2021 10:35 AM
To: [REDACTED]
Subject: Recommendation 28.2

[REDACTED] [REDACTED]

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Dear Acting Captain Altorfer:

Our office has completed its review of the materials related to Recommendation 28.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 28.2: The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.

Response to Recommendation 28.2: SFPD command staff engages with the issue of bias in a number of ways. First, in 2015 and 2016, SFPD rolled out a new course on principled policing and implicit bias. SFPD decided to train command staff on this new course, before the course was taught to other members, because of a belief that command staff drives the culture of the organization.

SFPD command staff has internally engaged around the issue of bias in other ways. SFPD has convened several community groups called Police Employee Groups (PEGs), including the San Francisco Police Officers Pride Alliance (Pride Alliance), the Asian Police Officers Association (APOA), and Women’s Action Committee, as described in more detail in SFPD’s package for Recommendation 93.1. The Chief has instituted monthly meetings with each of the PEGs so that there is a regular opportunity for PEG members to convey concerns that impact members of their respective identity groups and to have the Chief respond to those concerns. Chief Scott also recently held a joint call with the City’s Department of Human Resources and three PEGs—Officers for Justice, Pride Alliance, and APOA—to discuss member concerns about bias and the department and the City’s processes for handling discrimination complaints. Command staff, including an Assistant Chief and a Deputy Chief, have also spoken during bias trainings for staff to show their support for these types of trainings.

SFPD command staff has also engaged externally around the issue of bias. For example, Field Operations Bureau Order 20-03 requires district station captains to hold biannual community meetings to discuss issues related to bias, including all of SFPD’s policies on bias, information on how to file a complaint against or a commendation for a SFPD officer, and the quarterly results of the Disciplinary Review Board report that is presented to the Police Commission.

SFPD also established a working group to address bias-related issues, including revising existing bias policies and drafting a comprehensive strategic plan on bias. The working group is facilitated by a Commander and

comprised of both internal and external stakeholders, including community members, staff from the Public Defender's Office, staff from the Department of Police Accountability, and Police Commission members.

Finally, SFPD worked with Glide Memorial Church to host a Reflection and Reconciliation session to discuss the unjust treatment of members of the LGBTQ community by law enforcement. Both the Chief and the Commander who facilitates the Bias Working Group spoke at the meeting and the meeting was livestreamed.

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

Tanya S. Koshy (she/her)

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| Finding # 28 | The SFPD’s failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department. |
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|------------------------------|--|
| Recommendation # 28.2 | The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department |
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| Recommendation Status | Complete | Partially Complete | In Progress |
| | Not Started | No Assessment | |

Summary

The San Francisco Police Department and the Human Resource Office of the City and County of San Francisco created anti-bias policies and training. All SFPD employees, including supervisors, are required to attend anti-bias training. In addition to training related to DGO 11.07 Bias Free Policing, Department Notice 19-242 Mandatory On-Line Implicit Bias Training (12/2019) requires supervisors complete implicit bias training every two years.

Department leaders are required to demonstrate their knowledge and awareness of anti-bias in policing from an internal and community perspective.

To institutionalize reform, the department must ensure Deputy Chiefs and Assistant Chiefs are more active in communicating anti-bias messaging internally and externally.

| Compliance Measures | | Status/Measure Met |
|---------------------|--|--|
| 1 | Provide command awareness and sufficient knowledge regarding bias in policing and the community perspective. | √ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |
| 2 | Task command staff with engaging internally on the issue of bias. | √ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |
| 3 | Task command staff with engaging externally on the issue of bias. | √ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |
| 4 | Evidence of supportive and remedial action if deficiencies are found based upon the communications. | √ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |

Administrative Issues

Compliance Issues

To institutionalize reform, the department must ensure Deputy Chiefs and Assistant Chiefs are more active in communicating anti-bias messaging internally and externally.



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Finding # 28: The SFPD's failure to fully and adequately address incidents of biased misconduct contributed to a perception of institutional bias in the department.

Recommendation # 28.2 The SFPD should provide for open, ongoing command engagement around the issue of bias, both internal and external to the department.

Response Date: 1/27/2021

Executive Summary:

The San Francisco Police Department ("SFPD") is committed to treating all people with dignity, fairness and respect. It is crucial for members to carry out their duties in a manner free from bias and eliminate any perception of policing that appears biased. Biased policing is unsafe, unjust and ineffective. It also alienates the public, fosters distrust of police, and undermines legitimate law enforcement efforts.

In order to accomplish this mission, it is imperative that the SFPD command staff must be aware of bias issues within the department, outside the department, and understand the community's perspective. Starting in December of 2016, the SFPD Interim Chief Toney Chaplin issued a directive ordering the command staff to present topics for a quarterly discussion relating to bias. This directive also created routine outreach to the community through the Media Relations Unit (MRU) and a training component for the SFPD. From those beginnings, the SFPD command staff has taken a proactive role in addressing bias.

Command staff is comprised of the ranks of captain, commander, deputy chief, assistant Chief and Chief for sworn members. All non-sworn directors and executive directors are also considered command staff.

Compliance Measures:

1) Provide command awareness and sufficient knowledge regarding bias in policing and the community perspective.

The SFPD participates in a prescreen process with California DOJ and Hillard Heintze for the purpose of reviewing recommendations and supplied documentation prior to submission. During pre-screen on January 7th, 2021, the department received the following feedback:

"For compliance measure 1, Cal DOJ recommended adding training information, such as the implicit bias trainings for management and the principled policing training. Cal DOJ had attended a training where command staff spoke regarding bias and thought that information, if readily available, could also be included."



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The SFPD command staff is composed of members that have attained the rank of captain, commander, deputy chief, assistant chief, and Chief. The command staff has taken positive steps towards increasing their awareness and knowledge of bias in policing, including the community's perspective on the issue of bias. The measures taken include:

I. Training

In 2015, Deputy Chief Mikail Ali audited a presentation of Oakland Police Departments Principled Policing course in order to learn what other departments were doing and find best practices. (Attachment #1: HRMS Course Enrollment) As a result of this, the department determined that they should begin teaching Principled Policing and implicit bias courses to our members.

In 2015 and 2016, members of the departments command staff attended principled policing and implicit bias training. Members of the command staff attended the course on one of the below listed dates (Attachment #2: Procedural Justice Course Enrollment):

- 1/12/2016
- 5/11/2016
- 12/6/2016
- 12/8/2016
- 12/13/2016
- 12/15/2016

Additionally, Chief Scott attended the following courses (Attachment #3: Email with course dates for Chief Scott):

- Preventing Workplace Harassment - December 4, 2017
- Principled Policing - April 20, 2018
- Introduction to Managing Implicit Bias - November 4, 2019
- SF Leadership Development Institute - March 3, 2020

The department began this training with the command staff to ensure that they would have sufficient awareness and knowledge surrounding the topic of bias to be able to engage both internally and externally on the issue. By starting this training with command staff members, the department took a top-down approach. Doing so helps create a culture that values diversity, inclusivity and creates awareness of implicit bias in order to mitigate its effects on how we interact with and police the communities we serve.

Additionally, members of the command staff are required to complete San Francisco Department of Human Resources online implicit bias training (Attachment #4: DN 19-242: Mandatory On-Line Implicit Bias Training for All Supervisors) and receive continuous professional training on bias every two years.



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II. Creation of the Bias Working Group (2017)

The Executive Sponsor Working Group on Bias (ESWG) was formed in May of 2017. The ESWG is composed of community representatives, advocacy organizations, city agencies, SFPD subject matter experts, command staff members, PEG groups, and police commissioners. Working groups are tasked to assist the Department by providing input in order to revise policies, procedures, and develop a Strategic Plan. In this case, the Bias working group assisted with the revision of the following Department General Orders:

- DGO 5.17-Bias Free Policing
- DGO 11.07- Prohibiting Discrimination, Harassment and Retaliation
- DGO 5.03- Detentions- Revised due to the work of the ESWG in 2019-2020

In late 2019, the ESWG on Bias began its work on reducing the impact of bias through the development of a Strategic Plan. The working group developed an outline to structure the work into four sections:

- Police Perception of Community
- Community Perception of Police
- Bias in the Workplace
- Bias by Proxy

III. Leadership and Strategic Plan

In November of 2018, Chief Scott gathered the command staff for a two-day leadership retreat ([Attachment 5: Command Staff Retreat Agenda](#)). One of the topics of the retreat was command staff leadership on the Department's strategic plan. ([Attachment #6: SFPD Strategic Plan 1.0](#)) The Strategic Plan included a strategy statement rooted in reducing bias in in policing.

"The strategy statement was designed as a synthesis of our priorities and aspirations in simple, easy to understand language that was concise enough to fit on the back of a business card, but targeted enough to inform processes, policies and behaviors. It was also important that the statement spoke both to members of the SFPD and to the City, and reflected ongoing SFPD evolution in line with 21st Century Policing and the recent focus on addressing bias."

As stated in SFPD Strategic plan 1.0 the strategy statement is as follows:

"SFPD stands for Safety with Respect for all. We Will:

- Engage in just, transparent, unbiased, and responsive policing
- Do so in the spirit of dignity and in collaboration with the community



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- Maintain and build trust and respect as the guardian of constitutional and human rights.”

IV. Chief’s Town Hall Meetings After Officer Involved Shootings

Beginning in 2016, As part of the San Francisco Police Department’s commitment to transparency and accountability, the Chief of Police holds a town hall meeting after officer-involved shootings. The meetings are held within 10 days of the incident, and within the district of occurrence. Due to the COVID-19 restrictions and the continued commitment of the department for transparency and communication, the town hall meetings are held in a virtual format, and broadcast live on Facebook and YouTube. The Media Relations Unit, both on social media and as a “News Release”, publicizes the meetings. (Attachment #7 – MRU News Release 20-114, 20-144(a), and screenshot of SFPD Website Announcing the Virtual Town Hall)

Town Hall meetings allow the Chief and command staff to directly engage with the community, create trust and transparency, as well as hear the communities perspective.

V. Reflection and Reconciliation Session at Glide Memorial Church

On August 26, 2019, Glide Memorial Church joined the SFPD to host a Reflection and Reconciliation Session. The event was held to coincide with the 53rd anniversary of the Compton Cafeteria Riot. According to the Nextdoor Post, “The 1966 Compton’s Cafeteria Riot inspired the LGBTQ liberation movement and highlighted unjust laws and the mistreatment of the LGBTQ community by law enforcement.” The post continued:

“For decades, GLIDE has been at the forefront of advocating for vulnerable and marginalized communities in our City. This gathering- the first of a planned series of listening sessions- will provide a forum for the LGBTQ community to share their stories and offer ways to increase trust and communication with SFPD; moving the department forward in ways that emphasize respect, safety, and diversity.”

(Attachment #8: Nextdoor post: SFPD Joins with GLIDE For Reflection and Reconciliation Session)

The event included a listening session with the community. This event was mandatory attendance for members of the SFPD command staff so they could hear from the community. Speakers included most notably the Chief of Police William Scott and Commander Teresa Ewins.

This event was livestreamed and posted on the SFPD Facebook page:



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<https://www.facebook.com/SFPD/videos/reflection-and-reconciliation-session-live/426558297971612/>

(Attachment #9: Screenshot of SFPD Facebook page for the event)

This event appears to be a first of its kind and it directly engaged members of the SFPD command staff with the members of the LGBTQ community. Chief Scott apologized on behalf of the Department for the events of that night directly to a member of the community that was present during the Compton Café riot. Although the full significance of this event may not be understood for some time, it sets the tone for future engagement between the SFPD command staff and all communities we serve.

VI. District Captain's Bi-Annual Community Meetings Discussing Bias

On December 27, 2019 the Field Operations Bureau ("FOB") issued Bureau Order 19-02 (Attachment #10— Bureau Order 19-02, District Captains' Bi-annual Community Meetings on Officer Contact and the Members of the Public Complaints and Commendation Process.) The SFPD's goal with this order was to standardize the way the SFPD informs the public about issues important to the communities throughout the city.

On August 26, 2020, FOB amended Bureau Order 19-02 with the issuance Order 20-03. (Attachment #11— Bureau Order 20-03, District Captains' Bi-annual Community Meetings on Officer Contact and the Members of the Public Complaints and Commendation Process) The revised Bureau Order requires district station captains to disseminate additional information to the public regarding the SFPD's commitment to bias-free policing (**additional information in bold.**)

Per Bureau Order 20-03, on a bi-annual basis in the months of March and August, district station captains must present the following bias-related information at their community meetings and in their corresponding newsletters:

- Department General Order 2.04, Complaints Against Officers
- Department General Order 2.05, Citizen Complaints Against Non-Sworn Members
- **Explanation of the process for commending an officer for exemplary work and filing a complaint with the Department of Police Accountability**
- Provide results of quarterly Disciplinary Review Board report as presented to the Police Commission
- **Department General Order 5.17, Bias-Free Policing**
- Provide information on the "Know Your Rights" brochure and the Department's Whistleblower complaint process
- Provide information on where to locate reports regarding 1) Use of Force, 2) Early Intervention System, 3) Firearm Discharge Review Board, 4) Internal



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- Affairs Division and Police Commission Sustained Complaints, and 5) Demographics of Sworn Members
- Provide general information about the investigations of Officer Involved Shooting, including the quarterly updates on OIS Investigations

In October 2020, per an email from the Deputy Chief of Operations, (Attachment #12- September 30, 2020 email from DC McEachern to district station captains) the district station captains sent out newsletters that included the required information outlined in Bureau Order 20-03. (Attachment #13 - Sampling of District Station Captain's Newsletters). In 2021, the schedule for holding community meetings and publishing newsletters consistent with Bureau Order 20-03 will revert to March and August. Although in person district station community meetings have not been held due to COVID-19, they will continue virtually in November 2020. The Bi-Annual Community Meetings discussing bias will occur again in March and August 2021. (Revisit Attachment #12 - September 30, 2020 email from DC McEachern to district station captains)

2) Task command staff with engaging internally on the issue of bias.

During pre-screen on January 7th, 2021, the department received the following feedback:

“Cal DOJ and Hillard Heintze thought that the package had responsive information regarding the engagement of the Chief and Captains, but should supplement with additional information regarding Assistant Chiefs, Deputy Chiefs, and Commanders, especially for compliance measure 2. SFPD explained that actions by the Chief typically have also been worked on by other command staff, and that information can be included.”

The SFPD Command Staff has ongoing engagement internally on the issue of bias. The measures taken include:

I. Chief's Message Videos

In March 2017, Chief William Scott started the Chief's Message video series. The videos are a tool the Chief can use to directly engage internally with all members, on a variety of subjects including bias.

The videos were created monthly, and issued via department email and Department Notice (formerly Department Bulletin) to all members, which they are required to sign off on in PowerDMS. The videos are now hosted on the “SFPD – Internal Video Channel” which is accessible to all members. The March 2020 Chief's Message video directly



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addressed the DOJ Collaborative Reforms and the progress being made toward completion.

March 2020 Chief's Message video link: <https://vimeo.com/396840204/632c651f7b>
(Attachment #14 - Screenshot of March 2020 Chief's Message).

In addition to the Chief's Message's ability to actively present the issue of bias from the command staff level, the Chief offers open "Office Hours." At the conclusion of every Chief's Message video, the Chief provides his office phone number. Members may choose to call and make an appointment for open office hours. Meetings are first come, first served, but allow any member to directly engage the Chief on the issue of bias.
(Attachment #15 – Screenshots of SFPD Internal Video Channel).

II. Not on My Watch Pledge

In 2015, The San Francisco Police Departments "Not On My Watch Pledge" emerged as an idea from the rank and file to affirm to the people of San Francisco that bigotry and intolerance will not be tolerated within or outside the San Francisco Police Department. The idea originated from the understanding the Department's relationship with the community is at the core of the Department's effectiveness as a police agency. Language within the Pledge specifically states, "...I will confront intolerance and report any such conduct without questions or pause."

The SFPD command staff moved to institute the "Not on My Watch Pledge" as an SFPD Policy. The SFPD created Department Bulletin 15-249 (Not on My Watch Pledge) which was issued on 12/3/2015, Department Bulletin 17-228 (Not on My Watch Pledge reissue) was issued on 11/18/2017, and finally Department Bulletin 19-240 was issued on 12/23/2019 (Attachment #16 – DB 19-240; Not on My Watch Pledge).

III. Police Employee Group (PEG) Meetings

The Chief of Police or designee from the command staff, meets with PEG groups on a monthly basis. Topics of these meetings are largely driven by concerns of the PEG groups, and cover topics including promotions, assignments, mentorship, and bias
(Attachment #17: Chiefs Monthly PEG Group Meeting Agendas).

SFPD Chief Scott meets monthly with representatives (President, etc.) of each of the following Employee Groups:

- Police Officers Association
- SF Pride Alliance
- Asian Peace Officers Association
- Officers for Justice
- Women's Police Officers Association



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- Latino Peace Officers Association
(See Attachment #18; SFPD PEG groups list)

On 12/23/2020, Chief Scott held a joint call with the Director of the Department of Human Resources and the PEG groups to discuss member concerns of bias, as well as the departments and city's processes for handling EEO complaints. (Attachment#19: Email Invite for 12/23/2020 meeting) Present on the call were representatives of the following PEG groups:

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

Police Employee Groups (PEG) representatives are included in the following:

- Chief of Police "all hands" meetings,
- Invited to participate in Police Commission events,

The ESWG on Bias invited PEG groups in their process of revising policies such as DGO 5.17; Bias Free Policing, DGO 11.07; Prohibiting Discrimination, Harassment and Retaliation, and DGO 5.03; Investigative Detentions.

(See Attachment #20; ESGW invite emails to PEG groups).

IV. Chief's Open Door Fridays

The Chief of Police holds regular Open Door Fridays, which allows members to meet directly with the Chief and discuss issues affecting members. Announcements regarding open door office hours are announced either by email or in the Chiefs Message videos.

V. Training

In 2015 and 2016, members of the department's command staff attended principled policing and implicit bias training. The department began this training with the command staff to ensure that they would have sufficient awareness and knowledge surrounding the topic of bias to be able to engage both internally and externally on the issue. (Revisit Attachment #2: Principled Policing Course Enrollment) Additionally, by starting this training with command staff members, the department took a top-down approach to creating a culture that values diversity and inclusion and creates awareness of implicit bias in order to mitigate its effects on how we interact with and police the communities we serve.

As part of their continued efforts in support of implicit bias training, members of the command staff make every effort to address the classes to reiterate the department's support of and commitment to reduce bias and increase equity in policing. There is no formal schedule for command staff members to speak at the classes, but they have



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addressed the classes as time permits. One such appearance was noted by CA DOJ during pre-screen of this recommendation as noted in their feedback, which stated:

“Cal DOJ had attended a training where command staff spoke regarding bias and thought that information, if readily available, could also be included.”

Below are some of the dates command staff members addressed training classes on the topic of bias (Attachment #17: Command Staff addressing bias at training classes)

- 9/30/16 and 5/10/2019- Assistant Chief Moser
- 8/11/2020 and 12/1/2020- Deputy Chief Lazar

Beginning in 2017, _____, from Stanford SPARQ, worked with members of our training division and command staff on the continuous improvement and refinement of the departments Principled Policing training programs. In 2020, _____ prepared a letter detailing her observations. (Attachment #21: _____) stated the following:

“To continue to build on Principled Policing, members of the SFPD, including command staff at the highest ranks, have approached me repeatedly to have in-depth conversations. They ask me how social science findings can be harnessed to promote equity and inclusion in the interactions officers have with the members of the community they serve. I am always struck by command staff’s embrace of the fact that to make lasting change, equity and procedural justice must be woven into every fiber of the agency, from recruitment and hiring, to development of new trainings for officers, to the way the agency defines its values and mission.”

3) Task command staff with engaging externally on the issue of bias.

The SFPD has used multiple avenues to engage externally on the issue of bias. These include:

I. Implementation of a Public Education Campaign

The SFPD implemented a public education campaign to inform the community about the policies and procedures for reporting misconduct involving biased policing, and educate the community on the SFPD's ongoing anti-bias initiatives aimed at eliminating implicit and explicit bias in the SFPD.

- A. In December 2016, the department utilized the Media Relations Unit to implement a public information and outreach campaign. (Attachment #22: MRU Unit Order 16-01, Public Information: Procedures for Filing Complaints of Misconduct). The Unit Order requires:



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- i. The MRU disseminates information to the public in English, Spanish, and Chinese regarding how to file a complaint of misconduct against officers, and what efforts the SFPD is using to combat biased policing within its ranks on SFPD's Twitter and Facebook, on a quarterly basis. (Attachment #23: Screenshots of the infographics used quarterly on Twitter and Facebook, Attachment #24: Quarterly Social Media and Web Posting Unit Order #16-01 New Form and Check Lists for 2020)
 - ii. The URL provided in the social media campaign directs users to SFPD's Bias-Free Policing web page. This webpage provides the public with a more detailed overview of the SFPD's policies regarding bias, the strategies the SFPD is using to address bias, how it trains its officers against engaging in biased policing, the results of bias investigations, and links on how to complain about or commend an officer for their conduct. (Attachment #25: "Bias-Free Policing" webpage screenshots)
 - iii. The MRU provides the information in the annual report and the information on its website to district station captains for use in their outreach campaigns (e.g. newsletters, community meetings, etc.) (Attachment #26: Emails to Captains)
 - iv. The MRU's Director of Strategic Communications and the social media manager monitor the public's response to the information that has been disseminated on a quarterly basis. They determine if changes or updates to the material are needed. (Attachment #27: Dates of meetings with attached minutes)
- B. In 2019, the SFPD launched its new website, which included a new "Bias-Free Policing" webpage. The "Bias-Free Policing" campaign material re-affirms the SFPD's commitment to bias-free policing and provides information in English, Spanish, and Chinese regarding how to make a complaint of misconduct, commend an officer, and the SFPD's efforts to combat bias and provide the best service possible to the community. The website includes information on SFPD policies and training regarding bias, audits for biased word usage on SFPD electronic devices, investigations into bias-based misconduct, recruitment and hiring, and data collection and analysis.
- C. In keeping with command staff commitment to bias-free policing the Chief of Police tasked a commander to be the executive sponsor for the Bias Working Group to update the following Department General Orders:
- DGO 5.03- Detentions
 - DGO 5.17- Bias Free Policing Policy
 - DGO 11.07- Prohibiting Discrimination, Harassment and Retaliation



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The Chief of Police directed the captain of the academy to create a policy, which is now referred to as DGO 5.22; "Interacting with Transgender, Gender-Variant, and Nonbinary Individuals", as well as create Roll call training #2019-003, with the input of community stakeholders. The updated DGOs are posted on the SFPD website for the public to access and view at their pleasure. (Attachment #28: Screenshots of how to access DGOs on the SFPD website)

The public is afforded an opportunity for meaningful input into the proposed changes, guided by a member of the command staff as the executive sponsor, to any new or updated DGO draft that goes before the Police Commission for approval. Guidance for this type of input can be found in SFPD DGO 3.01 Written Communication System and the Chiefs Written Directive for working groups. The working groups are comprised of community members, PEG group members, and internal subject matter experts.

The public has one further chance to comment on the content of the proposed DGO before it is voted on by the Police Commission. The text of the DGO along with the proposed date for the Commission to discuss it is posted on the Police Commission website at least 10 days prior to the date of the hearing. (Attachment #29: Screenshots of Police Commission website with agenda dates)

- D. District station captains are required to discuss bias in their community meetings on a bi-annual basis. As discussed in Compliance Measure #1, the SFPD Bureau Orders 19-02, and revised 20-03, (Revisit Attachments #10 & 11: Bureau Orders 19-02 & 20-03 tracking sheet) describe in detail the process used to discuss bias, how the information is presented, and the date it is to occur. During these meetings, captains will directly engage with the public and hear the public's perspective the bias. As part of this process, captains will discuss at minimum the following:
- Review of DGO 2.04, Citizens Complaints against officers, and DGO 2.05 Citizen Complaints against non-sworn members
 - Explanation of the process for commending and officer or filing a complaint with DPA
 - Provide results of quarterly Disciplinary Review Board Reports.
 - Review DGO 5.17, Bias Free Policing
 - Provide information on "Youth Know your Rights" brochure
 - Provide information on the departments whistleblower program
 - Provide information where the following reports are location
 - Use of Force
 - Early Intervention System
 - Firearm Discharge Review Board
 - Internal Affairs Sustained Complaints
 - Police Commission Sustained Complaints
 - Demographics of Sworn Members



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- Provide general information regarding officer involved shootings(OIS).

The lieutenant of FOB is to track and ensure these meeting are occurring.
(Attachment #30: FOB Unit Order 20-03 Tracking Sheet)

In September 2020, per an email from the Deputy Chief of Operations, (Revisit Attachment #12- September 30, 2020 email from DC McEachern to district station captains) the district station captains sent out newsletters that included the required information outlined in Bureau Order 20-03. (Revisit Attachment #13 - Sampling of district station captain's newsletters).

In 2021, the schedule for holding community meetings and publishing newsletters consistent with Bureau Order 20-03 will revert to March and August. Although in person district station community meetings have not been held due to COVID-19, they will continue virtually in November 2020. The regular Bi-Annual Community Meetings discussing bias are scheduled to occur again in March and August 2021. (Revisit Attachment #12 - September 30, 2020 email from DC McEachern to district station captains)

- E. As part of the SFPD's commitment to transparency and accountability, the Chief of Police holds a town hall meeting after officer-involved shootings. The meetings are held within 10 days of the incident, within the district of occurrence. Due to the COVID-19 restrictions, the town hall meetings are held in a virtual format, and broadcast live on Facebook and YouTube. The Media Relations Unit, both on social media and as a "News Release", publicizes the meetings. (Revisit Attachment #7 – MRU News Release 20-114, 20-144(a), and screenshot of SFPD Website Announcing the Virtual Town Hall)

Town Hall meetings allow the Chief and command staff to directly engage with the community and personally hear the perspective of the communities.

- F. On August 26, 2019, Glide Memorial Church joined the SFPD to host a Reflection and Reconciliation Session. The event was held to coincide with the 53rd Anniversary of the Compton Cafeteria Riot. The event included a listening session with the community. This event was mandatory attendance for members of the SFPD Command Staff so they could hear from the community. Speakers included most notably the Chief of Police William Scott and Commander Teresa Ewins.

II. Police Commission Meetings and the Public Comment Period

The San Francisco Police Commission holds regular meetings on Wednesdays. The Chief of Police is required to attend Police Commission meetings. Typically, the meetings are held in person, however, due to COVID-19 and various subsequent shutdown orders, the meetings are currently conducted remotely.



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The public comment period grants community members the opportunity to be heard and provide input. This period allows the speaker to address the Commission and the Chief of Police and provide input. While the Chief is not required to respond to any particular speaker or question, it allows the community to directly engage with the Chief on any issue, including bias.

III. Creation of the Executive Sponsor Working Group (“ESWG”)

As discussed in Compliance Measure #1 Section I: Creation of the ESWG on bias changed the way the SFPD engaged externally on the issue of bias. The Bias Working Group is comprised of:

- Representatives from the communities
- Advocacy organizations
- city agencies, such as the Department of Police Accountability
- SFPD Subject Matter Experts (SME's)
- Command Staff
- PEG groups and
- Police Commissioners

The focus of the Bias Working Group is to obtain community input on the SFPD's creating and revision of policies and procedures. This is important due to the Chief's written directive regarding department working groups involving external engagement ([Attachment #31: Chiefs Directive- DGO Working Groups](#)).

While the Chief's Directive does provide examples for explanations for why a recommendation would be rejected, the Directive does not provide an exhaustive list of explanations that can be used. The Directive requires an explanation to ensure there is an adequate response to coincide with the drop-down responses if a recommendation is rejected. Throughout the working group process, Executive Sponsors have expanded the dropdown responses to include:

- Recommendation was already listed in draft DGO
- A portion of the recommendation will be included in draft DGO
- Recommendation has been revised by SFPD and will be included in draft DGO
- Recommendation included in training, Department Manual, or other procedural or guidance document



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4) Evidence of supportive and remedial action if deficiencies are found based upon the communications.

1. Executive Sponsor Working Groups

Prior to the Chiefs directive on Executive Sponsor Working groups, the ESWG on Bias developed and implemented their own processes to clearly communicate information provided by the working group into the revision of department policies. Input from the working group was ongoing with discussion in the monthly meeting, email and calls with the executive sponsor or commission staff. In each meeting, a redlined document was maintained by a commission staff member to show progress, and to provide an ongoing record of change (See Attachment #32 - Redlined versions of DGOs 5.17 and 5.03, October 2019). The members could bring information which would be reviewed, and could be discussed if pertinent to the meeting's agenda. Due to the positive working relationships within the group, members were not stopped from speaking about information that may not have been within the agenda. That being said, a timeline was closely adhered to and agreed upon by all members in the group.

Upon receiving the Chief's directive on working groups, The SFPD Written Directives Unit, working in concert with each executive sponsor, facilitates the exchange of views and updates a group's template following each working group meeting. The Chiefs directive was used to start the process of creating a Bias Strategic Plan, a process which is ongoing. Upon the completion of the working group review and update of the DGO, the Executive Sponsor or designee sends the final recommendation list to the SFPD Written Directives Unit to include in a group or DGO historical file, as appropriate. This system allows for a continual evaluation of the impact each group has on the policymaking process, while also providing a record for historical audits.

The ESWG on Bias provides distinct policy recommendations and submits them to the SFPD. Next, the department provides a formal response, for which three outcomes are possible:

1. Recommendation included in draft
2. Recommendation not included in draft (explanation required)
3. Requires analysis. SFPD may need more time to review the recommendation.
Example: A recommendation conflicts with law enforcement industry standards or best practices. Internal Subject Matter Experts may need more time to review to determine how best to implement. This may not be resolved during the working group process.

2. Bi-annual Community Meetings

Bureau Orders 19-02 and 20-03 require district station captains to document in a Department memorandum to the Deputy Chief of the Field Operations Bureau ("FOB") that the community meeting regarding the policies and procedures for reporting misconduct and the SFPD's Anti-Bias initiatives has occurred and include a copy of the



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agenda. (Revisit Attachments #10 and #11 — Bureau Orders 19-02 and 20-03, District Captains' Bi-annual Community Meetings on Officer Contact and the Members of the Public Complaints and Commendation Process)

The Bureau Orders require the following auditing measures by the lieutenant assigned to FOB:

- Track all bi-annual memoranda and agendas from district station captains to ensure the meeting occurred (Revisit Attachment #29 - FOB Bureau Order 20-03 tracking sheet)
- Track whether any community feedback was included and date feedback was provided to the Commander of Community Engagement Bureau (Revisit Attachment #29 - FOB Bureau Order 20-03 tracking sheet)
- Conduct annual audit of district station captains' memoranda to ensure the required information is included (Revisit Attachment #29 - FOB Bureau Order 20-03 tracking sheet)
- Send template with information to include for discussion for community meetings and corresponding newsletters to district station captains in January and June of each year and anytime a deficiency is found in a memorandum (Attachment #33 - Template with information to include for discussion at community meetings and in corresponding newsletter)