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Gabriel Martinez [Redacted]
Wed 2/17/2021 8:20 AM

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To:

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 44.1 that were submitted to us as part of the collaborative reform process. This package focused on restructuring the Community Engagement Division within SFPD. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 44.1: The chief of police should give the deputy chief of Professional Standards and Principled Policing Bureau the responsibility of advancing community policing throughout the entire department and the communities of San Francisco.

Response to 44.1: On July 21, 2017, SFPD issued Department Bulletin 17-166, "Restructure of Command – Community Engagement Division." The Bulletin restructured the command hierarchy for the Community Engagement Division (CED), placing CED under the Deputy Chief of the Field Operation Bureau with a Commander overseeing its operations. SFPD made this move to emphasize that community engagement applies to officers throughout the department. The current Department Bulletin, 19-173 (issued April 29, 2019) continued the restructuring under the Deputy Chief of the Field Operations Bureau with a designated Commander for Community Engagement, and Department Bulletin 19-093 (issued April 29, 2019) defines the units and programs that the CED Division oversees.

CED and the CED Executive Sponsor Working Group created a Community Policing Strategic Plan (Strategic Plan) with extensive community input. The Strategic Plan furthers the recommendations in Pillar Four of the President's Task Force on 21st Century Policing (Community Policing and Crime Reduction) and identifies five community policing goals: communication, education, problem-solving, relationship-building, and SFPD organization. Each goal contains specific objectives, including policies, community input, and accountability, to reach the goals. On August 5, 2019, SFPD issued Department Bulletin 19-165 implementing the Strategic Plan. The Strategic Plan created a standardized format for all district stations to follow to create their own community policing strategies, including documenting and analyzing community policing efforts. Additionally, Unit Order 20-04, "Annual Community Policing Strategic Plans," (September 25, 2020) established a standardized format for District Captains completing their required annual Community Policing Strategy.

SFPD has also drafted Department General Order 1.08, "Community Policing," which has been approved by the Police Commission and is currently in the meet-and-confer process with the police officers' union. The Order was also created with extensive community input, including through the Executive Sponsor Working Group. The Order codifies that the CED is part of the Field Operations Bureau, requires annual community policing plans, requires the collection of community policing data for effectiveness, and mandates community policing training.

SFPD has instituted a variety of practices to advance community policing. These have included (1) holding town hall meetings within ten days of every officer involved shooting (Unit Order 16-03); (2) holding regular discussions with the community on use of force (Unit Order 19-01); (3) requiring 21st Century Policing discussions at community meetings (Unit Order 21-01); and (4) requiring twice-yearly community meetings on officer conduct, the complaint process, and bias-free policing (Unit Order 20-03).

Under Order 1.08, CED is responsible for monitoring, coordinating, and evaluating SFPD's community policing efforts. The Commander is responsible for ensuring that this information is discussed at the Captain's Monthly meetings and holds an annual meeting to present a review of the past year's community policing events and outcomes, as well as community feedback on the year's programs. CED gathers community policing feedback through community evaluation forms, surveys, and after-action reports.

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 further. Thank you.

Finding # 44	The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented.
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Recommendation # 44.1	The chief of police should give the deputy chief of Professional Standards and Principled Policing Bureau the responsibility of advancing community policing throughout the entire department and the communities of San Francisco.
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Recommendation Status	Complete Partially Complete In Progress Not Started No Assessment
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Summary

All compliance measures are met. The department created the Community Engagement Division and designated a command staff member to lead the department's community policing effort. The department developed a community policing strategic plan that involves educating department members and the public regarding community policing principles, including evaluating the effectiveness of the department's community policing and engagement effort.

Compliance Measures	Status/Measure Met
1 Designation of a command staff member to lead community policing effort.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2 Evidence of plan and action(s) to advance community policing within department.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3 Evidence of plan and action(s) to advance community policing in San Francisco communities.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4 Evidence of review and improvement process that evaluates community policing outreach effort.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

Compliance Issues



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Finding #44: The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented.

Recommendation # 44.1 The chief of police should give the deputy chief of Professional Standards and principled policing Bureau the responsibility of advancing community policing throughout the entire department and the communities of San Francisco.

Response Date: 10/08/20

Executive Summary:

At the time of the CRI assessment, the Community Engagement Division (CED) was housed in the Administration Bureau under the Professional Standards and Principle Policing Unit. In order to advance community policing throughout the entire department, the Department restructured Command and reassigned CED to the Field Operation Bureau (FOB). On 07/21/17 Department Bulletin 17-166 was issued announcing the restructure of command for CED. Effective July 22, 2017 the Community Engagement Division has been under the command of the Deputy Chief of the Field Operations Bureau (FOB) with a Commander who oversees its operations. The Department wants it to be clear CED is not a selective administration unit that only a few officers participate in. Community Engagement is a department wide philosophy and mindset displayed through actions, which every Officer seeks to build collaborative, transparent trusting relationships with the community they serve through partnerships and problem solving.

The Community Policing Strategic Plan, outlines the Department's Community Policing Vision, Values, Goals and Objectives. It also contains metrics for implementation and strategies. 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 Deputy Chief of Operations, the Commanders of FOB (Golden Gate and Metro), Airport Bureau, Administration Bureau, Special Operations Bureau and, Investigations Bureau, to support the effort of all stations, bureaus and assignments in the Department by promoting community oriented policing and problem solving policies, procedures and practices. The Community Engagement Division, under the leadership of the Deputy Chief of Operations and the Commander of CED, has the responsibility of providing the necessary structure and support for advancing community policing throughout the entire Department and communities of San Francisco.



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Compliance Measures:

1) Designation of a command staff member to lead community policing efforts.

At the time of the CRI assessment, the Community Engagement Division (CED) was housed in the Administration Bureau under the Professional Standards and Principle Policing Unit. In order to advance community policing throughout the entire department, the Department restructured Command and reassigned CED to the Field Operation Bureau (FOB). On 07/21/17 Department Bulletin 17-166 was issued announcing the restructure of command for CED. Effective July 22, 2017 the Community Engagement Division has been under the command of the Deputy Chief of the Field Operations Bureau (FOB) with a Commander who oversees its operations.

- CED was moved to FOB with Commander 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 of FOB.
- Department Bulletin 19-093 was issued 04/29/19, which defines the current CED, the units and programs it oversees.

(See Attachment 1)-Department Bulletins: 17-166, 19-093, 19-173

2) Evidence of plan and action(s) to advance community policing within department.

To begin the structure of the advancement of community policing, the department started with the development of the Community Policing Strategic Plan. The Community Policing Executive Sponsor Working Group (ESWG) worked in collaboration with the City Controller's Office and community members to create a Community Policing Plan that has five goals, 21 objectives and measurable outcomes for all units. This plan was formulated using the concepts of 21st Century Policing and tenants of procedural justice. (DOJ Rec #40.1)

(See Attachment 2)-Department Bulletin 19-165- See below for link to full plan on Department website.

<https://www.sanfranciscopolice.org/your-sfpd/policies/community-policing-strategic-plan>

Goal 5: SFPD Organization- SFPD organization and operations leads community policing efforts and demonstrates a guardian mindset.

Objective 5.1 Develop policies, priorities, and procedures that are consistent across SFPD stations and bureaus and support neighborhood-specific plans.



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Utilizing the metrics outlined in Appendix B of the Community Policing Strategic Plan the Department has taken the following actions to advance community policing within the department:

- The Department has created a standardized format for the District stations to follow for developing their annual community policing strategies. This ensures that the district community policing plans reflects the Department's Community Policing Vision, Values, Goals and Objectives. It also provides the Deputy Chief of Field Operations and the Commander of CED the platform to clearly identify the mission, role, and responsibilities of each District Station, Bureau, Unit and Detail. This establishes a standard format to document, track and analyze the department's community policing efforts.
(See Attachment 3) -FOB Unit Order 20-04- Annual Community Policing Strategic Plans.
- In collaboration with the community, the Department drafted a new Community Policing General Order (DGO 1.08). The general order clearly defines the Community Policing Vision, Values, Goals, and Objectives. It outlines the Department's community policing policy, placing emphasis on accountability, data collection, metrics, and training.
 - It clearly defines the role of the Commander of CED and CED.
 - States CED is a part of Field Operation and will be staff with the Field Operations Bureau.
 - CED will reflect the diversity of the community it serves.
 - Defines Accountability through the annual community policing plans and via the internal/external review committee.
 - Define Internal Community Policing Discussion- which occurs at the Captain's monthly meetings.
 - Defines Community Policing Data Collection and Metrics outlined in the Community Policing Strategic Plan for tracking and analysis to measure effectiveness of efforts.
 - Outlines Community Policing Training to ensure that the Department remains abreast of national policing best practices.
- *DGO 1.08 is complete and has been accepted by the Department through the internal concurrence process, was voted on and adopted by the Police Commission on October 7, 2020. It is currently the meet and confer process. (DOJ Rec# 41.2)*
(See Attachment 4) -Draft of DGO 1.08- Community Policing
- One September 16, 2020 the Department Survey webpage went live on the Department website. This action was taken to give the Department the ability to collect feedback from the community to help measure effectiveness of our community policing and



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engagement strategies. In the spirit of transparency the results of these surveys are also posted on the website for the public viewing. (DOJ Rec # 46.4)

(See Attachment 5) –Screenshots of Survey webpage.

- Included in DGO 1.08 under the Data Collection and Metrics section is Performance Evaluation and Awards to place value and accountability on the Officer for their community policing efforts.
 - Department performance evaluations shall include member's efforts to meet the Department's community policing and community engagement goals, positive police community interactions, and problem resolution (DOJ Rec# 53.1). (See Attachment 6)- DB- 20-118 Patrol Officers Semi-Annual Performance Appraisal.
 - Department shall reward Department member through standard awards practices for outstanding accomplishments in community policing, community engaging and formalized problem solving. This has been added to DGO 3.09 Department Awards. (DOJ Rec # 54.1) *The awards purposed in DGO has been adopted by the Department through the internal concurrence process. DGO 3.09 in currently open with the Police Commission regarding matters unrelated to the DOJ recommendations.* (See Attachment 7) Draft of DGO 3.09 Department Awards

3) Evidence of plan and action(s) to advance community policing in San Francisco communities.

The Community Policing Strategic Plan defines the Department's Community Policing goals and objectives, and establishes a roadmap the Department is now following to advance community policing in San Francisco communities.

Goal 1: Communication

Honest, transparent and empathetic dialogue between the SFPD and San Francisco community.

Goal 2: Education

SFPD both trains and is trained by the communities it serves.

Goal 3: Problem Solving

Increase safety through collaborative working partnerships between SFPD, community members, and organizations to identify and address local topics of concerns.

Goal 4: Relationship-Building

Strong, trusting, and respectful relationships between SFPD and all facets of San Francisco community.



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Focusing on Goals 1 and 2, to promote honest, transparent and empathetic dialogue between the SFPD and San Francisco community, the Department expanded its outreach to educate the community on Department policies, procedures and investigations for: 21st Century Policing Concepts, Use of Force, Officer Involved Shootings, Officer Conduct and Members of the Public Complaint and Commendation Process. The Department recognizes that there are concerns from the community regarding whether there may or may not be a disproportional amount of uses of force and officer involved shooting within communities of color. In order to hear the community's voice, promote transparency and accountability the Department has committed to promoting transparent and empathetic dialogue regarding these issues. The Department wants to bring awareness to the community that 21st Century Policing concepts are being applied throughout all areas of police work.

Utilizing the metrics outlined in Appendix B of the Community Policing Strategic Plan, below are some of the actions the Department have taken to advance community policing in San Francisco communities:

- Unit Order 16-03- Town Hall Community Meetings- As part of the Department's commitment to accountability and transparency with our community town hall meetings are held to provide the community with an update on an Officer Involved Shooting. Per Chief's order, a town hall/community meeting shall be held within ten days of an OIS involving SFPD personnel.
- FOB unit order 19-01-In order to build accountability, transparency and trust with the community surrounding officer use of force and officer involved shootings, the Department has committed to holding regular discussions with the community on these topics.
- FOB Unit Order 21-01- 21st Century Policing discussions for Captains to have at their community meetings and forums.
- FOB Unit Order 20-03- District Station Captain's Bi-annual Community Meetings on Officer Conduct, the Citizen Complaint Process and Bias-Free Policing, to educated the community on police policies.

(See Attachment 8) Unit Orders: 16-03, 19-01, 21-01, 20-03

Additional Actions also have included:

- San Quintin Visit- Blue on Blue Survey Results
 - Youth Town Hall and Summits
 - Gun Violence Summit- Geared towards reducing Gun Violence in the Bayview District.
- (See Attachment 9) San Quintin Survey, Youth Town Hall and Summit, Gun Violence Summit.

The above actions were taken to show the Department's commitment to procedural justice (DOJ Rec #38.1) as the founding principles of advancing community policing to the San Francisco Community.



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Additional actions taken by the Department to expand community Policing in the San Francisco Communities are: (DOJ Rec #43.3)

- The Department utilizes the Community Police Academy as one avenue to educate community members on what to do in an emergency situation and to foster stronger relationships with the community (CP Metrics B-3).
- The Department utilizes the Auxiliary Emergency Response Team (ALERT) to train and certify community volunteers to assist the Department with educating and training the community (CP Metrics B-4).
- (See Attachment 10) Community Police Academy and ALERT training course

4) Evidence of review and improvement process that evaluates community policing outreach and efforts.

- The Commander of the Community Engagement Division is responsible for ensuring that the Department's community policing outreach and efforts are coordinated, monitored and evaluated. The Commander works with the Deputy Chief of Fields Operations to ensure that this information is monitored and discussed at the Captain's Monthly meetings as the review loop to monitor progress and growth. This is codified in DGO 1.08 *Internal Community Policing Discussions*.
- The Community Engagement Division is responsible for reviewing and auditing the community policing outreach and efforts throughout the department for review and improvement. This is done by reviewing community evaluations forms, surveys and after action reports in order to gauge effectiveness of programs and identify areas of improvement.
(See Attachment 11)- Community Engagement Operation Orders/After Action Reports and Participant Surveys/Evaluations

Attachment List:

Attachment 1- Department Bulletins: 17-166, 19-093, 19-173

Attachment 2- Department Bulletin 19-165- See below for link to full plan on Department website.

Attachment 3: FOB Unit Order 20-04- Annual Community Policing Strategic Plans

Attachment 4: Draft of DGO 1.08- Community Policing

Attachment 5: Screenshots of Survey webpage.

Attachment 6: DB- 20-118 Patrol Officers Semi-Annual Performance Appraisal.

Attachment 7: Draft of DGO 3.09 Department Awards

Attachment 8: Unit Orders: 16-03, 19-01, 21-01, 20-03

Attachment 9: San Quintin Survey, Youth Town Hall and Summit, Gun Violence Summit.