Recommendation 46.1

Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 46.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD having regular meetings among supervisors to discuss community policing. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 46.1: The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.

Response to 46.1: On February 10, 2021, SFPD issued Department General Order 1.08, "Community Policing." General Order 1.08 requires that District Station captains digitally track all community engagement activities via standardized electronic templates provided by the Community Engagement Division. The General Order requires the Department to collect data for all events and to include feedback from the community. The General Order states that the results of this data and feedback should be included in the Department's Annual Report on community policing and posted on SFPD's webpage. As part of data collection, the General Order states that SFPD should have periodic community surveys and provide a mechanism for community feedback via the Department's website, with results posted on SFPD's webpage.

To implement the Order, SFPD reinstated the use of SFPD Form 509 to track community policing issues from the public. The forms document the type of issue, the partners involved, the use of SARA problem-solving (which means identifying the problem, identifying the cause of the problem, proposing a solution, and assessing what

worked and did not work), the need for additional response, and a chronology of actions taken. On April 1, 2021, SFPD also issued Department Bulletin 21-056, "Instructions for Completing and Routing Community Policing Tracking Form #509." The Bulletin provides guidance on when to use, how to complete, and where to send the form. The Bulletin also requires supervisory review of the forms by the sergeant, lieutenant, and captain of the Community Engagement Division to ensure completeness and to analyze the information received to improve community outreach.

SFPD also created a community survey webpage to incorporate community feedback into policing strategies, available at https: //avanan.url-protection.com/v1/url?o=https%3A//www.sanfranciscopolice.org/community/community-surveys&g=ZDQ5Nzg0MGVmZmZmOGU3ZQ==&h=NzcyZWIxNTNkMjQzZjAzYWMyZjlmN2RlOWU2ZjFjNGI4MWNmNmRjYTg5ZDJmM2FiMWEyNzE1ZWE5OGY4OWI1Mg==&p=YXAzOnNmZHQyOmF2YW5hbjpvOjFjMzZjNTc2ZjA2OTY0ODdiMjc3M2RhNmVhZTU1NTgwOnYx. The webpage includes surveys for the public to complete relating to community events, interactions with foot and bike patrols, and interactions with officers that may involve implicit bias. For community events, survey-takers can choose among thirty-eight community events to respond to, including coffee with a cop, officer-involved-shooting town-hall meetings, and SF Police Activity Leagues basketball leagues. The results of all surveys are available on the webpage, as well as data trends and visualizations.

On February 4, 2021, SFPD issued Unit Order 21-01, "Youth and Community Engagement Unit [YCEU]– Community Surveys." Under the Unit Order, the YCEU sergeant and a community engagement analyst will coordinate with bureaus and district stations to discuss surveys for events, analyze survey results, and produce summary reports for the annual community policing reports. Fully Implementing Unit Order 21-01 has been delayed because SFPD does not yet have an analyst to complete certain responsibilities. Hillard Heintze recommended that SFPD proceed with existing personnel as opposed to continuing to wait for an analyst. In response, the Community Engagement Division has conducted monthly reviews of the survey results and has used the results during captains' monthly meetings.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, Cal DOJ recommends that SFPD advertise its community survey webpage to increase the number of responses. Please let us know if you have any questions or would like to discuss these further.

Finding # 46	The SFPD does not collect data around community policing nor measure success within community policing functions and programs.
Recommendation # 46.1	The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.

Recommendation Status	Complete Partially Complete In Progress
	Not Started No Assessment

Summary

For compliance measure one, the department identifies that Community Policing Strategic Plan prioritizes collection of information from the community as part of the plan which was developed as a result of input from 100 community and SFPD members. Additionally, use of the form 509, a community policing reporting form, was implemented in January 2021. In March 2021, the use of this form became policy through a department notice that addresses the data collection through the form. The department is in compliance with this recommendation based on the goal for data collection, but the reviewers have concern over the focus for implementation and further build being placed upon the hiring of an analyst that is not budgeted or in process.

For compliance measure two, the department has identified a form and a goal of using the Teams page entries, the Form 509 and surveys to collect community policing data. There are concerns over the sufficiency of the survey and its role in outreach and information, but the processes identified for the Teams page and the Form 509 are sufficient to achieve compliance with this measure.

For compliance measure three, through DGO 1.08, the department places significant reliance upon the District Station Captains to track all community engagement, including use of the Form 509 which is analyzed through the Community Engagement Division (CED). The department further identifies a process under which the Teams app is used to upload and track all community policing data, including strategic plans. The department relies upon the training provided and developed for the original implementation of the Form 509 with updates in DN 21-056. Given the low participation, the information on the surveys is not reviewed. However, for the materials used by the department, they are compliant with this measure.

For compliance measure four, the department offers as evidence the newly implemented (2/21) form 509 and the DN that supports it as well as the tracking requirements outlined under DGO 1.08. The department submits as evidence the response to information received from an event and how it flowed through the agency. This rises to compliance given the relative newness of the process and the limited number of engagements facilitated by the department due to the pandemic.

There has been substantial work by the department in support of this recommendation. However, there seems to be a reliance on creating a structure for an analyst that has not been budgeted and will likely not be hired. The department would be well-served to refocus its energy in continuing to enact its plans, collection and analysis is a more practical manner with focus on the existing resources and roles of the parties involved.

Compliance Measures		Status/Measure Met
1	Evidence of a plan to prioritize data collection practices measuring community policing.	√ Yes ☐ No ☐ N/A
2	Form or other process to collect community policing data.	√ Yes ☐ No ☐ N/A
3	Establish policy, protocols, and training that ensure consistency in data collection and reporting.	√ Yes ☐ No ☐ N/A
4	Evidence of audit or review process to confirm data collection and use by the department to improve community policing outreach.	√ Yes ☐ No ☐ N/A

Administrative Issues

Compliance Issues

Collaborative Reform Completion Memorandum

Finding # 46: The SFPD does not collect data around community policing nor measure success within community policing functions and programs.

Recommendation # 46.1 The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.

Response Date: 04/12/2021

Executive Summary:

The Department developed a Community Policing Strategic Plan to expand community policing programs throughout the entire Department. Between Fall 2017 and Spring 2018, the Commander of Community Engagement (CED) convened a working group to develop the Department's Community Policing Strategic Plan. The Department wanted to ensure that the community had a voice in the development of this plan and that the plan was reflective of the community, embodied 21st Century Policing concepts and the tenants of procedural justice. The Commander of CED led the process and ensured that the working group was reflective of the diversity of San Francisco. The development of the Community Policing Strategic Plan was a collaborative effort, with approximately 100 community and SFPD members attending and contributing to at least one of the fifteen meetings held over a year of development. This working group developed the vision and values that define community policing for San Francisco, and the goals, objectives, and metrics to implement that vision.

In 2019, the Department's Community Policing Strategic Plan (CPS Plan) was adopted and implemented to clearly define the mission, role and responsibilities of CED and to guide community policing-related activities throughout the Department. CED is responsible for promoting and auditing these Community Oriented Policing and Problem-Solving concepts and efforts throughout the entire Department. As part of the strategic plan, the department committed itself to collecting data on community policing efforts as detailed on page 19 of the SFPD Community Policing Strategic Plan. General Order 1.08 incorporated the SFPD Community Policing Strategic as part of updating and revising the General Order. Section 1.08.5 of the General Order established a data collection plan as an essential component of the department's community policing policy framework.

In January of 2021 Community Engagement Division reinvigorated use of SFPD Form 509, that was previously developed for collecting Community Policing Data. The form tracks the use of community policing issues brought to the attention of members by individuals, businesses, and community groups. Additionally, in March of 2021, the department issued DN 21-056 which established policies for the use and collection of data from the SFPD Form 509.

PSPPB Form 2001 v2

Collaborative Reform Completion Memorandum

In 2021, the department updated Department General Order 1.08, which aligned the policy with SFPD Community Policing Strategic Plan, and created a policy framework for the collection, analysis, and dissemination of community policing data and best practices.

Compliance Measures:

1) **Evidence of a plan to prioritize data collection practices measuring community policing.**

   In October of 2018, the department issued its Community Policing Strategic Plan. **(Attachment #1: SFPD Community Policing Strategic Plan)** As part of the strategic plan, the department committed itself to collecting data on community policing efforts as detailed on page 19 of the SFPD Community Policing Strategic Plan:

   "The Community Engagement Division currently guides community policing activities for the Department. Moving forward, it will work with divisions and districts to track the activities and impact of community policing by leveraging existing departmental metrics and creating new metrics at either the objective or strategy level. This will allow the Department to understand which programs and strategies are most effectively fulfilling the Department's community policing goals and how the Department should direct its resources going forward"

   On 03/22/2021 during a technical guidance call with California Department of Justice and Hillard Heintz we discussed recommendation 46.1, see meeting notes below:

   Recommendation 46.1: The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.

   Cal DOJ and Hillard Heintze thought that SFPD should focus on the overarching plan it has in place, which is to prioritize collecting data via surveys and the reinstituted Form 509.

   Cal DOJ asked SFPD to add more specifics in the Unit Order on surveys and the draft Department Notice on the Form 509s. For example, the Unit Order does not state how SFPD will disseminate surveys, who will be in charge of identifying stakeholders to whom to disseminate the survey, how soon after dissemination the survey results will be collected, how those results will be compiled and analyzed. As another example, for ongoing community events, how will SFPD analyze multiple Form 509s for those events to make sure that issues are being addressed.

PSPPB Form 2001 v2

Collaborative Reform Completion Memorandum

Response:

In February of 2021, the department released its updated Department General Order 1.08 Community Policing. ==(Attachment #2: DGO 1.08 Community Policing)== General Order 1.08 incorporated the SFPD Community Policing Strategic Plan as part of updating and revising the General Order. Section 1.08.6 of the General Order established a data collection plan as an essential component of the department's community policing policy framework. Section A. states:

"Community Engagement Tracking and Data Collection

District Station Captains shall digitally track all community engagement activities via standardized electronic templates provided by the Community Engagement Division.

All Department sponsored events shall collect data, which includes feedback from the community, to help measure the effectiveness of our community policing and engagement strategies. This data will be used during internal and external review of the Department's community policing and community engagement practices.

The results of this information should be included in the Department's Annual Report on community policing and posted on the Department webpage for public viewing.

In addition, whenever feasible, the Department should produce periodic community surveys and provide a mechanism for community feedback via the Department's website. Results of community surveys should be posted on the Department's webpage."

As part of the implementation of this order, The Department has introduced three methods to prioritize data collection practices measuring community policing.

1) The Department reinstated the use of SFPD Form 509, that was previously developed for collecting Community Policing Data. ==(Attachment #3: SFPD Form 509).== This form tracks the use of community policing issues brought to the attention of members by individuals, businesses, and community groups. Data included on the form includes:
   - Type of issues
   - Community and city partners involved
   - Use of the SARA problem solving model to
     - Scan- identify problem
     - Analyze- Identify cause of problem
     - Response- proposed solution
     - Assessment- What worked and what didn't work
   - Need to additional response
   - Chronological of actions taken

PSPPB Form 2001 v2

Collaborative Reform Completion Memorandum

The use of Form 509 allows members to detail community policing efforts to document *not only successes but also issues that require additional response or where the initial response may not have been effective in solving the community issue.*

2) Department has created a shared platform through the Microsoft Teams App as an electronic platform to collect community policing data, which is accessible to supervisors and managers. CED worked in partnership with the Technology Division to create a SFPD Community Policing folder to support routine electronic engagement through a shared platform for data collection and the sharing of information. There are three folders within the Community Policing folder labeled: Captain's Monthly Meetings, Community Policing Annual Plans and Annual Summaries, and Community Policing Programs and Events-Operation and After-Action Reports. These folder branch out as follows:
   - Captain's Monthly Meetings
     - Administration Bureau
     - Airport Bureau
     - Field Operations Bureau
       The Supervisors of each Bureau uploads meeting notes, agendas, etc. into these folders for information sharing.
   - Community Policing Annual Plans and Summaries
     - This folder is for every District Station Unit and Detail to share their annual community policing strategies and summaries with supervisors and managers to aid in the discussion of cross organizational goals and outcomes.
   - Community Policing Programs and Events-Operation and After-Action Reports
     - Separate Folders for each District Station.

The Deputy Chief, Commanders of FOB and CED and District Captains serve as the Department's Internal Review Committee outlined in DGO 1.08. Through this platform the Commander of CED facilitates monthly community policing discussions to coordinate and align the Department's community policing efforts. As part of the Internal Discussions, The Commander of CED will utilize the community policing data from the electronic share folders to conduct quarterly audits and review to ensure that each Bureau, Unit, Detail and District Station are meeting the Department's community policing goals. This platform also allows for supervisors and managers to see what is occurring in the other districts and to discuss programing, events and suggestions in after actions reports for review and improvement. **(Attachment# 4: Screen shots of Microsoft Teams folders).**

3) The Department Created a Community Survey webpage to the Department Website to incorporated data from community feedback into policing strategies. The Community Engagement Division (CED) is the primary unit responsible for supporting the efforts of all stations, bureaus and assignments in the Department by promoting community policing and community engagement policies, procedures and

Collaborative Reform Completion Memorandum

practices. In February of 2021, CED issued Community Engagement Division Unit order 21-01, which prioritized collecting data on community policing events and programs through surveys and the analysis of those survey results. **(Attachment #5: Community Engagement Unit Order 21-01)** Section II of the Unit Order states:

"The YCEU Sergeant and community engagement analyst will coordinate with the Department Bureaus and District Stations on a regular basis to discuss facilitation of community surveys for events or programs. The YCEU Sergeant and assigned analyst shall review, analyze and share survey results of events and programs and produce a summary report to be shared on a monthly basis. The survey results will be shared via the following platforms:

1. Community Engagement shared file located on active directory desktop
2. Monthly meeting with District Stations Community Liaison Officers
3. Monthly Field Operations Bureau meeting with District Captains

Community survey results will be incorporated for accountability in the Department's Annual Report on Community Policing and will be posted on the Department's webpage for public viewing. As outlined under DGO 1.08, the Community Engagement Division will provide the annual report in December for review by the Internal Review Committee on the effectiveness of strategies, engagements, and outcomes. The committee will consist of the Deputy Chief and the Commanders of the Field Operations Bureau and Community Engagement Division."

Cal DOJ/HH Prescreen notes: 03/22/21

Cal DOJ also asked that SFPD update the Unit Order to provide information about the frequency with which YCEU Sergeant and community engagement analyst would coordinate with the Bureaus and District Stations. The current Unit Order only states that this coordination will occur on a "regular basis." However, SFPD noted that this process has not been firmed up because SFPD has not hired an analyst because of budgetary constraints. SFPD will clarify in the Form 2001 that why these details are not specified and that they will be updated once it hires an analyst. SFPD will also describe the existing coordination process it uses without the assistance of an analyst.

SFPD will also clarify that the process it describes in the Form 2001 related to the "Commander of CED . . . utilizing the community policing data from the electronic share folders to conduct quarterly audits and reviewing to ensure that each Bureau, Unit, Detail and District Station are meeting the Department's community policing goals" is consistent with a provision within DGO 1.08.

SFPD will prescreen this draft package again prior to formal submission. SFPD will also not formally submit this package until after the draft Department Notice on Form 509s has been finalized. SFPD clarified that it had included a draft version of the Department Notice, not because it had intended to formally submit the package with the draft, but because it wanted to get feedback well in advance of the finalization of the draft. SFPD

also clarified why the Form 509 policy is codified in a Department Notice, as opposed to a Department Bulletin. Where a Department Bulletin has expired (the prior Form 509 Department Bulletin was from 2009) but the policy contained within it would not amend a DGO, SFPD has been issuing Department Notices. SFPD will include this clarification in the Form 2001.

Response:

Utilizing metrics outlined in the Community Policing Strategic Plan, the Department has created prioritized community policing data collection and analysis by reinstating the SFPD 509 from, creating electronic platforms to collect and store community policing data for analysis, and the community survey webpage to collect community feedback data.

The Department has codified the priority of community policing data collection within policy in DGO 1.08 by adding the Data Collection and Analysis section. **(Refer to Attachment #2: General Order 1.08)** The Community Policing Strategic Plan is still relatively new along with implementation of the community policing data collection metrics. Part of the Strategic Plan calls for review and improvement loops which is also codified in DGO 1.08 and Unit Order 21-01. Due to current budget constraints from recent current events that have taken place across the nation, CED has been unable to secure an analyst to fill the role as outlined in the previously stated unit orders. The Department is waiting to amend Unit Order 21-01 until the analyst position is filled which will be provide greater clarity for data analytics. CED and the analyst will then use the three platforms below codified in DGO 1.08, Community Engagement Strategic Plan, and the above listed Unit order;

- *Community Engagement shared file located on active directory desktop.*
- *Monthly meeting with District Station Community Liaison Officers*
- *Monthly Field Operations Bureau meeting with District Captains.*

The Department is still in the process of acquiring a community policing analyst to review, analyze and share survey results. Filling this position had to be place on hold due to budget constraints during the global pandemic. While, waiting to fill this position, CED conducts monthly reviews of the results from the survey webpage and the Commander of CED utilizes this during the internal discussion at the Captains monthly meetings for review and improvement. When budget constraints are lifted and the Department can acquire a community policing analyze, the department will then have the ability to have the analytical data reports needed to support the effectiveness of its community policing data collecting methods and efforts. The Department will then be able to better define in policing the frequency of analysis and methods on reporting the data, as codified in DGO 1.08. *"The goals and performance measures related to Community Policing for all stations, units, and details will be re-evaluated on a continual basis for review and improvement. Changes and revisions will be incorporated into the*

overall Community Policing Strategic Plan, Department General Order (DGO) 1.08 and Department Manual 2-Community Policing as amendments to the policy."

The Department will utilize the analysis of the data along with analysis of best practices to update all exiting community policing policies. This will ensure that each District Station, Bureau, Unit, and Detail are meeting the community policing goals and objectives of the Community Policing Strategic Plan and improvements are made along the way that keeps the Department aligned with community policing best practices.

San Francisco Department Bulletins are defined in San Francisco Police Department General Order 3.01 as containing directives and legal updates that are distributed department wide and are either incorporated into a DGO revision or allowed to expire two years after the date of issuance. Department Notices include information on procedural changes, training, special events, deployments, general information, and messages from the Chief of Police. Department Notices do not expire but are routinely vetted in the event the information in the Notice should be incorporated into a Department General Order during the revision process. If a Department Notice is incorporated into a revised DGO, the Notice will be superseded.

When the SFPD Form 509 was initially created, the only avenue available for Department wide distribution was through a Department Bulletin. Due to the adoption of Department General Order 3.01 and to the fact that Department Notice 21-056 does not amend a DGO, contain legal update or otherwise provide directives, the Department distributed a Department Notice instead to inform membership of the procedural changes that explain how to complete the SFPD Form 509 and how to route the form to the Community Engagement Division.

2) **Form or other process to collect community policing data.**

   Form for collecting community policing data.
   As part of the update of Department General Order 1.08 **(Refer to Attachment #2: General Order 1.08)**, in section 1.08.6, the department committed itself to using a standard form for tracking community engagement activities under subsection A, which states:

   "Community Engagement Tracking and Data Collection District Station Captains shall digitally track all community engagement activities via standardized electronic templates provided by the Community Engagement Division. All Department sponsored events shall collect data, which includes feedback from the community, to help measure the effectiveness of our community policing and engagement strategies. This data will be used during internal and external review of the Department's community policing and community engagement practices."

Collaborative Reform Completion Memorandum

Additionally, under 1.08.6 subsection C, the department recognized the importance of tracking and assigning community issues and utilizing the SARA (Scan-Analyze-Response- Assess) Model to address those issues.

The Community Engagement Division reinvigorated use of SFPD Form 509, that was previously developed for collecting Community Policing Data. (Refer to Attachment #3: SFPD Form 509). The form tracks the use of community policing issues brought to the attention of members by individuals, businesses, and community groups. Data included on the form includes:
- Type of issues
- Community and city partners involved
- Use of the SARA problem solving model to
   - Scan- identify problem
   - Analyze- Identify cause of problem
   - Response- proposed solution
   - Assessment- What worked and what didn't work
- Need to additional response
- Chronological of actions taken

The use of Form 509 allows members to detail community policing efforts to document not only successes but also issues that require additional response or where the initial response may not have been effective in solving the community issue.

Processes for collecting community policing data.
1) Department has created a shared platform through the Microsoft Teams App as an electronic platform to collect community policing data, which is accessible to supervisors and managers. CED worked in partnership with the Technology Division to create a SFPD Community Policing folder to support routine electronic engagement through a shared platform for data collection and the sharing of information. There are three folders within the Community Policing folder labeled: Captain's Monthly Meetings, Community Policing Annual Plans and Annual Summaries, and Community Policing Programs and Events-Operation and After-Action Reports. These folder branch out as follows:
   - Captain's Monthly Meetings
      - Administration Bureau
      - Airport Bureau
      - Field Operations Bureau

The Supervisors of each Bureau uploads meeting notes, agendas, etc. into these folders for information sharing.

   - Community Policing Annual Plans and Summaries
      - This folder is for every District Station Unit and Detail to share their annual community policing strategies and summaries with supervisors and

managers to aid in the discussion of cross organizational goals and outcomes.

- Community Policing Programs and Events-Operation and After-Action Reports
➤ Separate Folders for each District Station.

The Deputy Chief, Commanders of FOB and CED and District Captains serve as the Department's Internal Review Committee outlined in DGO 1.08. Through this platform the Commander of CED facilitates monthly community policing discussions to coordinate and align the Department's community policing efforts. As part of the Internal Discussions, The Commander of CED will utilize the community policing data from the electronic share folders to conduct quarterly audits and review to ensure that each Bureau, Unit, Detail and District Station are meeting the Department's community policing goals. This platform also allows for supervisors and managers to see what is occurring in the other districts and to discuss programing, events and suggestions in after actions reports for review and improvement. **(Refer to Attachment# 4: Screen shots of Microsoft Teams folders)**.

As outlined under DGO 1.08, the Community Engagement Division will provide the annual report in December for review by the Internal Review Committee on the effectiveness of strategies, engagements, and outcomes. The committee will consist of the Deputy Chief and the Commanders of the Field Operations Bureau and Community Engagement Division.

2) As discussed in recommendation in 46.4 The San Francisco Police Department is using event specific web-based surveys located on the San Francisco Police Department's website. https://www.sanfranciscopolice.org/surveys

Currently, the most commonly hosted community events are listed in a drop-down menu (i.e. Coffee with a Cop, National Night Out) as well as the date and time of the event, the SFPD section/station hosting the event, and survey questions. Community Engagement Division officers have been trained by the Technology Division to use SurveyMonkey. The training showed officers how to add events to the drop-down menu as new events are created/hosted to the website. Generic survey questions can be added or changed depending on the survey that are added to the website.

Community Engagement Officers attend community events and pass out their department issued business cards to community members. On the back of the business cards are stickers with the survey link posted on back to encourage citizens to survey the event. CED has also been given tablets for the Cadets and Alert members to survey community members while at the event in order to optimize the collection of community feedback.

Captains, during their community meetings and events, promote the use of the survey website and provide the links to the surveys in their station newsletters.

3) **Establish policy, protocols, and training that ensure consistency in data collection and reporting.**

A. In order to establish policy, protocols and training that ensures consistency in data collection and reporting, the department reinstituted the SFPD 509 form. SFPD 509 was originally instituted for use with the issuance of DB 09-035 (Attachment #6: DB 09-035 Instructions for Completing and Routing Community Policing Tracking Form #509), the department reissued and updated the bulletin under DB 21-056, (Attachment #7: DN 21-056 Instructions for Completing and Routing Community Policing Tracking Form #509). This reissuance of this bulletin establishes policies and protocols for the use and review of 509. The reissuance of this bulleting ensure that a policy framework was in place to guide officers as to when the form should be used, and the procedures for collecting and reporting.

B. FOB unit Order 21-01 (Refer to Attachment #5: Community Engagement Unit Order 21-01) was issued to establish policy to ensure constancy in data collection from community feedback from community surveys.

The YCEU Sergeant and community engagement analyst will coordinate with the Department Bureaus and District Stations on a regular basis to discuss facilitation of community surveys for events or programs. The YCEU Sergeant and assigned analyst shall review, analyze, and share survey results of events and programs and produce a summary report to be shared on a monthly basis. The survey results will be shared via the following platforms:

- *Community Engagement shared file located on active directory desktop.*
- *Monthly meeting with District Station Community Liaison Officers*
- *Monthly Field Operations Bureau meeting with District Captains.*

San Francisco Department Bulletins are defined in San Francisco Police Department General Order 3.01 as containing directives and legal updates that are distributed department wide and are either incorporated into a DGO revision or allowed to expire two years after the date of issuance. Department Notices include information on procedural changes, training, special events, deployments, general information, and messages from the Chief of Police. Department Notices do not expire but are routinely vetted in the event the information in the Notice should be incorporated into a Department General Order during the revision process. If a Department Notice is incorporated into a revised DGO, the Notice will be superseded.

Community Engagement Division will monitor the results of the surveys to see where improvement is needed in its programs and events. These results are created by

Collaborative Reform Completion Memorandum

SurveyMonkey and have the ability to create custom survey result reports, graphs, etc. for use by the Department and community to determine efficacy, replicability, and depth of relationship with community partners (See Attachment #2). As requested by CAL DOJ during a prescreen call, Commander Fong from the Community Engagement Division wrote and sent to internal concurrence Unit Order "Youth and Community Engagement Unit- Community Surveys" (See Attachment #5). The purpose section of the unit order states:

"The Commanding Officer of the Youth and Community Engagement Unit within the *Community Engagement Division shall oversee the process of conducting, monitoring, and analyzing community surveys. The YCEU sergeant and assigned community engagement analyst shall liaison with Department Bureaus and District Stations to support their annual community policing plans through facilitation of surveys and dissemination of survey results regarding hosted events and programs.*

Survey results will be used to assist in the development of crime prevention and community policing strategies. Surveys have been created and listed on the Department's webpage for the following:
- *Coffee with a Cop*
- *Captains Monthly Meetings*
- *National Night Out*
- *Gun Buy Back*
- *Town Hall Meetings*
- *Community Police Academy*
- *ALERT*
- *Police Ambassador Program*
- *SF PAL Programs*
- *CADET Programs*
- *Youth Programs*
- *Holiday Turkey & Christmas Tree Giveaway*
- *Community Liaison Unity Safety Walk*

The Department has also developed a Foot/Beat Bike Patrol survey to gather valuable community feedback on the effectiveness of the Foot/Beat Bicycle Patrol, as it relates to community policing and crime strategies and an Implicit Bias survey to measure progress in the Department's commitment to impartial policing and procedural justice." The Procedures section of the Unit Order States *"The YCEU sergeant and community engagement analyst will coordinate with the Department Bureaus and District Stations on a regular basis to discuss facilitation of community surveys for events or programs. The YCEU sergeant and assigned analyst shall review, analyze and share survey results of events and programs produce a summary report to be shared on a monthly basis. The survey results will be shared via the following platforms:*

- *Community Engagement shared file located on active directory desktop*
- *Monthly meeting with District Stations Community Liaison Officers*

Collaborative Reform Completion Memorandum

- *Monthly Field Operations Bureau meeting with District Captains*

Community survey results will be incorporated for accountability in the Department's Annual Report on Community Policing and will be posted on the Department's webpage for public viewing. As outlined in DGO 1.08, the Community Engagement Division will provide the annual report in December for review by the Internal Review Committee on the effectiveness of strategies, engagements and outcomes. The committee will consist of the Deputy Chief and the Commanders of the Field Operations Bureau and Community Engagement Division."

For example, a community member commented on their Captain's virtual community meeting stating: "Too much time spent on reviewing online materials and not enough interaction with the attendees. Also, it would be good to have a defined topic for such meetings." The Sergeant who monitors the survey page brought this to the attention of the Commander of CED. It was discovered that this particular District Captain covered a lot of unit orders and policies within one community meeting. The Commander utilized this feedback at the Captain's monthly meeting to assist other Captains with narrowing down topics of discussions during their community meetings in order to facilitate more interaction with the community participants.

With the launch of the web-based community surveys on September 15, 2020, results viewable to the Department and public are also posted on the San Francisco Police Department's website. These results are created by SurveyMonkey. Community Engagement Division members have been trained to use SurveyMonkey and have the ability to create custom survey result reports, graphs, etc. for use by the Department and community to determine efficacy, replicability, and depth of relationship with community partners. https://www.sanfranciscopolice.org/community/events/comm unity-surveys/community-surveys-results

4) **Evidence of audit or review process to confirm data collection and use by the department to improve community policing outreach.**

In February of 2021, the Community Engagement Divisions Community Liaison Unit began using SFPD Form 509 as part of their process in partnering with stations to address crimes committed against minority communities. That process included review by the sergeant of the Community Liaison Unit, and transmittal of the form to the captain of the district in which the event was held. **(Attachment #8: Community Safety Walk Emails and 509 forms).**

DN 21-056, Instructions for Completing and Routing Community Policing Tracking Form #509, created a process for review and analysis of the SFPD Form 509. **(Refer to Attachment #7: DN 21-056 Instructions for Completing and Routing Community Policing Tracking Form #509)**

Collaborative Reform Completion Memorandum

"After being uploaded to the shared folders, the 509 forms will be reviewed by members of the Community Liaison Unit (CLU), and upon final completion of the problem-solving worksheet, the forms will be reviewed and signed off by the Sergeant, Lieutenant, and Captain of the Community Engagement Division. The goal of this review process is to not only ensure completeness of the forms, but to analyze the data received in order to learn from and improve the departments community policing outreach."

With the update of Department General Order 1.08 **(Refer to #2: DGO 1.08 Community Policing)** the department established policies to analyze data received from the station and to share best practices in section 1.08.06 D, which states:

"*The Community Engagement Division shall utilize the Community Policing performance objectives (outlined in the Community Policing Strategic Plan) as well as qualitative and quantitative success criteria from each station, unit, and detail. The Community Engagement Division will share the performance results across the Department and Community on an annual basis as in the Department's Annual Community Policing report.*

The goals and performance measures related to Community Policing for all stations, units, and details will be re-evaluated on a continual basis for review and improvement. Changes and revisions will be incorporated into the overall Community Policing Strategic Plan, Department General Order 1.08 and Department Manual 2, Community Policing, as amendments to the policy."

On 04/01/2021 during a prescreen call with California Department of Justice Recommendation # 46.1 was discussed;

"The SFPD needs to prioritize data collection practices measuring community policing and should consider reinstituting Form 509 or other such instruments to allow for consistency in data collection and reporting.

Cal DOJ had previously asked for more specificity regarding Unit Order on surveys. SFPD responded that it cannot add specificity until it adds a data analyst because the analyst is needed to determine what is realistic and possible. In the interim, SFPD is using the monthly captain meetings to go over the surveys."

Response:

Due to current budget constraints from recent current events that have taken place across the nation, CED has been unable to secure an analyst to fill the role as outlined in the previously stated unit orders. The Department is waiting to amend Unit Order 21-01 until the analyst position is filled which will be provide greater clarity for data

analytics. CED and the analyst will then use the three measures below codified in DGO 1.08, Community Engagement Strategic Plan, and the above listed Unit order;

- *Community Engagement shared file located on active directory desktop.*
- *Monthly meeting with District Station Community Liaison Officers*
- *Monthly Field Operations Bureau meeting with District Captains.*

The Department is still in the process of acquiring a community policing analyst to review, analyze and share survey results. Filling this position had to be place on hold due to budget constraints during the global pandemic. While, waiting to fill this position, CED conducts monthly reviews of the results from the survey webpage and the Commander of CED utilizes this during the internal discussion at the Captains monthly meetings for review and improvement. When budget constraints are lifted and the Department can acquire a community policing analyze, the department will then have the ability to have the analytical data reports needed to support the effectiveness of its community policing data collecting methods and efforts. The Department will then be able to better define in policing the frequency of analysis and methods on reporting the data, as codified in DGO 1.08. *"The goals and performance measures related to Community Policing for all stations, units, and details will be re-evaluated on a continual basis for review and improvement. Changes and revisions will be incorporated into the overall Community Policing Strategic Plan, Department General Order (DGO) 1.08 and Department Manual 2-Community Policing as amendments to the policy."*

The Department will utilize the analysis of the data along with analysis of best practices to update all exiting community policing policies. This will ensure that each District Station, Bureau, Unit, and Detail are meeting the community policing goals and objectives of the Community Policing Strategic Plan and improvements are made along the way that keeps the Department aligned with community policing best practices. See page 6 for additional response, as this was addressed from first prescreen.