

Recommendation 49.3

Tanya Koshy [REDACTED]

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To: McGuire, Catherine (POL) [REDACTED]

Scott, William (POL) [REDACTED]

[REDACTED]; Altorfer, Eric (POL)

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 49.3 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

Recommendation 49.3:

The SFPD's training needs to expand beyond traditional community policing and include the foundation and concepts of procedural justice as related concepts.

Response to Recommendation 49.3:

SFPD provides a training entitled Principled Policing/Procedural Justice that address the concepts of procedural justice. This training was first provided to Sergeants and officers during the 2017/2018 Advanced Officer/Continuing Professional Training cycle. In the Recommendation 49.1 package, SFPD provided documentation that 96 percent of its members have taken this Principled Policing training. SFPD has also integrated the training into the Basic Recruit Academy Curriculum since January 2017. Staff from the California Department of Justice have also attended this training and have observed that the training addresses, among other topics, the four principles of procedural justice (Voice, Neutrality, Respectful Treatment, and Trustworthiness), and explains why procedurally just policing increases police legitimacy, builds community trust, and in turn, increases safety and reduces crime. SFPD also provided examples of roll call trainings on the four principles of procedural justice that reinforce the lessons taught in required trainings.

The newly revised Department General Order (DGO) 1.08 on community policing, which is up for approval with the Police Commission on February 10, 2021, obligates the Commanding Officer of the Community Engagement Division (CED) to remain up to date on national best practices and to work with the Training Division to ensure that the curriculum is consistent with those best practices. DGO 1.08 also requires all SFPD members to attend Community Policing Training every two years. The Training Division must work with the CED to develop the training, which must be a minimum of 2 hours in length, and include best practices in community policing and community engagement, among other topics.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

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

Tanya

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Finding # 49	Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.
Recommendation # 49.3	The SFPD’s training needs to expand beyond traditional community policing and include the foundation and concepts of procedural justice as related concepts.

Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

The department incorporated key concepts, e.g., bias and implicit bias, into pre-service and in-service training. Other concepts key to understanding procedural justice have been incorporated into the Community Policing Strategic Plan, DGO 1.08 Community Policing, and monthly roll-call training.

A community policing oversight committee will monitor and evaluate the effectiveness of community policing training to ensure adherence to best practices. In addition, the training division disseminates an evaluation after each class and assesses the opinions to assist in determining the effectiveness of community policing training. Input from these sources, including surveys, will be considered in evaluating the effectiveness of the department’s community training, see DGO 1.08 Community Policing.

The response to this recommendation is considered to be complete; however, the team will continue to monitor the department to ensure the department’s community policing training and practices are institutionalized.

Compliance Measures		Status/Measure Met
1	Expand community policing training.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Training to include procedural justice foundational concepts.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Ongoing review/training improvement loop.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

Compliance Issues



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Finding #49 Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.

Recommendation # 49.3 The SFPD's training needs to expand beyond traditional community policing and include the foundation and concepts of procedural justice or related concepts.

Response Date: 10/07/2020

Executive Summary:

Goal 4 of the Community Policing Strategic Plan focuses on Relationship Building. Under this goal, (Focusing on Objective 4.2) The San Francisco Police Department is committed to providing unbiased, dignified, and equal treatment to all community members with emphasis on building cohesion and trust between the diverse communities of San Francisco and the Police Department. The Department provided procedural justice and implicit bias training to all department personnel and civilian staff to ensure that every member of the Department understands and embodies these principles. When officers perform their duties in a procedurally just way, members of the public believe law enforcement officers are legitimate and are more willing to cooperate with police, provide information to police, and willing to obey the law. The San Francisco Police Department believes that Procedural Justice is not just for the communities we serve, but is an organizational philosophy that applies to treatment of its members as well. The Department emphasizes to the members that it is also important to remember that procedural justice should be practiced within SFPD. It is important that all officers and civilian employees treat one another with the same tenants of Procedural Justice (Voice, Neutrality, Respect, and Trustworthiness) that we expect them to treat the public. For that reason, all members of the San Francisco Police Department are required to attend Procedural Justice/Police Legitimacy and Implicit Bias training, which is now a permanent part of the training curriculum.

Compliance Measures:

1) Expand Community Policing training.

In 2019 the San Francisco Police Department implemented its Community Policing Strategic Plan (DB 19-165) (See Attachment #1). This plan outlines the Department's Community Policing Vision Values Goals and Objectives, which are centered on Pillar #4 of the 21st Century Policing and the Tenants of Procedural Justice. The Strategic Plan also guides standards for Community Policing training to include Respect, Partnership Building, Honesty and Transparency, and Responsibility and Accountability.

"Training- A common criticism of today's police forces is that officers lack the skills they need for effective community policing. Training should include a historical perspective and understanding of police relationships with different communities so



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officers can empathize with and understand the people they serve. Community members should also assist in development of curricula, not only in the content of the program but also as third party experts and instructors. This outside counsel provides an important on-the-ground perspective of community priorities such as homelessness, mental health, drug use, and cultural sensitivity. It's important for trainers and recruits alike to remember that the Police Academy is much different than reality, and training should include not only traditional police skills and outside perspective, but time spent in the communities the future officers will be working in. Other topics the curriculum should cover include bias, de-escalation, problem-solving, and trauma-informed policing, among others." – Page E-9, SFPD Community Policing Strategic Plan

Full 133-page Community Policing Strategic Plan can be found at:

<https://www.sanfranciscopolice.org/sites/default/files/2019-12/SFPDCommunityPolicingStrategicPlan.pdf>

The department has expanded trainings beyond academy minimums and puts on several trainings that reinforce procedural justice concepts and cultural sensitivity and bias such as Principled Policing/Procedural Justice, Managing Implicit Bias: Creating Awareness and Building Inclusion, Bias and Racial Profiling, and Roll Call trainings centered around The President's Task Force on 21st Century Policing.

2) Training to include procedural justice foundational concepts.

The Principled Policing/Procedural Justice training class which addresses explicit and implicit bias awareness has been taught to all San Francisco Police Department sergeants and officers during the 2017/2018 Advanced Officer/continuing Professional Training (AO/CPT) cycle (See Attachment 2: Advanced Officer Training Schedule). Police Service Aids (PSA) and civilian staff are also being trained in Principled Policing/Procedural Justice. The Principled Policing/Procedural Justice course has been integrated into the Basic Recruit Academy Curriculum since January 2017. Recent Basic Recruit Class #270 Schedule is attached showing two courses, "Principled Policing" and "Managing Implicit Bias" (See Attachment 3: Basic Recruit Academy Class Curriculum)

The course is an 8-hour presentation with videos, lecture, and discussion packaged for presentation by CA P.O.S.T. The course was created by the California Department of Justice and Stanford SPARQ (Social Psychological Answers to Real-World Questions)



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Think-tank Group. Several agencies collaborated to create an evidence-based course aimed at improving police-community relations. (See Attachment 4: PowerPoint Presentation of Course Content)

Implicit Bias Training Course:

The City and County of San Francisco Department of Human Resources offers a course on Implicit Bias, which was mandated for all supervisors across all city departments since August 2019. The course "Managing Implicit Bias: Creating Awareness and Building Inclusion" is being completed by all SFPD Department Members when offered at the academy, and has also been incorporated into the Basic Recruit Academy Curriculum since April 2016.

(See Attachment 5: Managing Implicit Bias: Creating Awareness and Building Inclusion Course Announcement, San Francisco DHR Course Description)

Bias and Racial Profiling Course:

The SFPD Academy has planned to continue a focused course in the concepts of Bias-Free Policing in the Advanced Officer 2021-2022 Continuing Education cycle. (See Attachment 6: Proposed 2021-2022 AO Schedule)

The course titled "Bias and Racial Profiling" was created by P.O.S.T. and is described as follows:

The goal of this training program is to provide law enforcement with an understanding of historical contexts and how they affect law enforcement's ability to serve. This training will review the idea of history as it relates to racial bias and community perceptions, review potential ways biases may affect decision making, reveal how bias and profiling impact the profession and influences public perception, identify various communities' perspectives and concerns, and reflect on diversity within law enforcement agencies.

The course combines instruction through scenarios and videos, and is followed by a facilitated discussion and assessment tests to gauge understanding and retention of the concepts.



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(See Attachment 7: Bias and Racial Profiling Participant's Guide)

Roll Call Trainings

At the station level, Roll Call Trainings are a way to frequently train and reinforce concepts to line personnel. In response to the Collaborative reform initiative, the department created an additional training plan outlined in Department Bulletin 19-152 Monthly Roll Call Training (Attachment 8)

The focus of the monthly roll call trainings are the principles of procedural justice: Voice, Neutrality, Respect, and Trust. The trainings include scenarios and discussion questions that encourage dialogue amongst participants. Attached are examples of training facilitation guides for Principle #3- Respect and Principle #4- Trust.

During the training, the principles are reviewed with the Officers in attendance and group discussions and dialogue are facilitated. With completion of the training, an entry is made in the HRMS training profile. Completion of these training periodically remind and reinforce concepts that have been trained to line officers. (See Attachment 9 Monthly Roll Call Trainings: Respect, Trust)



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3) Ongoing review/training improvement loop.

On 10-15-2020, members from SFPD Professional Standards participated in a conference call with members of Hillard Heintze and the California Dept. of Justice. During the prescreening, suggestions and guidelines were discussed for this recommendations as described below:

For compliance measure 3, SFPD can remove references to the performance appraisal program and focus instead on the Community Policing and Problem Solving Oversight Committee. SFPD noted that this committee has not yet formed but that it can provide further details about what it plans for the committee. SFPD will also provide other examples of ways in which it already works to evaluate and improve training. An example that came up is the consideration of feedback from any evaluations of procedural justice trainings.

Community Policing and Problem Solving Oversight Committee-

Department General Order 1.08 Community Policing summarizes our practices for evaluating training needs:

"COMMUNITY POLICING TRAINING

The Commanding Officer of the Youth and Community Engagement Unit within CED is responsible for ensuring the Department remains abreast of national policing best practices and will work closely with the Training Division to ensure that the training curriculum is consistent with such practices and includes contemporary examples of successful practices both within the Department and nationwide. The Community Policing and Problem Solving Oversight Committee will be responsible for the ongoing review process to review national policing best practices and update the training curriculum. On an annual basis, the Community Policing and Problem Solving Oversight Committee will convene to discuss emerging community policing practices and provide a brief public report of its findings or recommendations.

All Department members (sworn and non-sworn) shall attend Community Policing training every two years. This training shall be developed by the Training Division in consultation with the Community Engagement Division and a minimum of 2 hours in length. Training should include best practices in community policing, community engagement, customer service, and problem solving. Non-sworn Department members are also required to receive training in community policing. At the Basic Academy level, academy training will include discussions, tours, and other interactions with a range of communities and neighborhoods as part of the Academy's Community Immersion Program."



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The committee has yet to convene since the recent adoption of DGO 1.08, but will be responsible for reviewing best practices in all aspects of community policing efforts including training. The committee will meet quarterly and consist of:

1. *Deputy Chief of the Field Operations Bureau and Commander of the Community Engagement Division (Co-Chairs).*
2. *Commanders of the Field Operations Bureau.*
3. *Captains from the Community Engagement Division, Metro and Golden Gate Divisions (Rotated quarterly).*
4. *Lieutenant of the Community Engagement Division.*
5. *A representative from the District Attorney's Office.*
6. *Representative from training division (FTO, CPT, etc.)*
7. *Community Stakeholders to serve a 1-year term as designated by the co-chairs.*

Additionally, The Commander of the Community Engagement Division meets monthly with District Station Captains to discuss community policing efforts, which are also documented in monthly District Station Captain's reports. Continual review throughout the year can help identify gaps in community policing efforts and training needs as they arise.

DGO 1.08 is complete and was voted on for adoption by the San Francisco Police Commission on 10/07/2020. (Attachment 10 DGO 1.08 with Police Commission Resolution Letter)

Consideration of feedback from any evaluations of procedural justice trainings-

For *any* course, all members attending training are required to complete a course survey. These surveys are reviewed by the instructors and Training Division staff members and based on the input provided by the students, the training is modified and updated as necessary. Maintaining quality of instruction requires that the unit responsible for the course of instruction shall periodically monitor courses to ensure compliance with the approved lesson plans. Procedures regarding course evaluation accountability are described in Unit Order 20-02 Academy Instructor Evaluations (Attachment #11). Completed course example surveys for Principled Policing and Managing Implicit Bias are included. (See Attachment #12 Course Evaluations)