



Recommendation 85.3

Gabriel Martinez [Redacted]

Tue 1/5/2021 10:26 AM

To: [Redacted]
[Redacted]
[Redacted]
[Redacted] Altorfer, Eric (POL) [Redacted]
[Redacted]

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 85.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD creating a Community Ambassador Program to aid in SFPD’s recruitment process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 85.3: The SFPD should expand its community partnerships and outreach to create a community ambassador program to identify and train community leaders to aid in the SFPD's recruitment process.

Response to 85.3: SFPD has leveraged its community network to expand its recruitment outreach by creating a Community Ambassador Program. The Program trains community leaders to support in the SFPD's recruitment process and is being implemented in all twelve SFPD districts. Community Ambassadors identify applicants for SFPD within their community, provide applicants with information and materials, and refer applicants to the SFPD Recruitment Unit. Ambassadors also assist with recruitment events such as community events, facilitate school presentations, and provide suggested improvements to the Recruitment Unit. To date, SFPD has forty Community Ambassadors in its program.

SFPD held district station meetings with information regarding the ambassador program in ten of the twelve district stations between November 2019 and February 2020, and has committed to hold additional meetings for the remaining two district stations when the regular district station meetings resume (postponed due to pandemic). During these meetings, the Recruitment Unit presents and provides training to community leaders interested in becoming a part of the Community Ambassador Program. This includes providing information on finding applicants, mentorship, test prep help, the hiring process, minimum qualifications, and how to overcome common barriers. The Recruitment solicits feedback and yearly surveys from Community Ambassadors in a process that has been formalized in Unit Order 20-02 (“Recruitment Unit - Year End Review Report,” issued August 1, 2020). The Order also commits to annual district station presentations and training for the Community Ambassador Program.

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. Thank you.





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Hillard Heintze File Review Recommendation # 85.3

Finding # 85	The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.
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Recommendation # 85.3	The SFPD should expand its community partnerships and outreach to create a community ambassador program to identify and train community leaders to aid in the SFPD's recruitment process.
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Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

All compliance measures have been met.

The Ambassador Program was created as outlined in Unit Order 20-01, supplemented by the August 2020 memo describing the overarching program goals and training provided for the ambassador program.

The Recruiting Unit obtained input from community members representative of diverse cultures and areas of the city. Ambassadors are educated on recruiting unit practices including explanation of common barriers applicants face and how the Ambassador Program can assist the department in eliminating barriers harmful to diverse candidates.

The Recruitment Unit facilitates a survey and collects input from Ambassadors to inform better unit practices.

Compliance Measures		Status/Measure Met
1	Plan for an ambassador program, including roles and responsibilities.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Conduct outreach and identify community leaders that include diverse perspectives.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Training for ambassador program.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Implementation of ambassador program.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
5	Continuous improvement loop.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

Compliance Issues



Collaborative Reform Completion Memorandum

Finding # 85: The SFPD's Recruitment Unit has implemented an active recruitment program focused on diversity and targeted recruiting throughout San Francisco but does not measure or validate the effectiveness of their outreach and events.

Recommendation # 85.3: The SFPD should expand its community partnerships and outreach to create a community ambassador program to identify and train community leaders to aid in the SFPD's recruitment process.

Response Date: 08/25/2020

Executive Summary: To create a Recruitment Community Ambassador Program, the Department decided to reach out to all the Captains in each of the 10 district stations to ask for their help in contacting community leaders. The Administrative Commander sent two emails to the district station Captains requesting assistance. The Recruitment Unit (RU) was invited to attend pre-existing meetings that each district Captain had scheduled. During these meetings, the RU did a presentation and provided training to those community leaders interested in becoming part of the Recruitment Community Ambassador Program. During this training the Ambassadors were provided flyers and referral cards to assist them in their efforts to recruit within their communities. The RU created a contact list of the members who agreed to become Community Ambassadors. The Community Ambassadors were sent a welcome email and a follow up email along with a survey to complete. The Community Ambassadors were also reached via email and telephone to encourage them to complete the survey. The survey asked the Community Ambassadors 12 questions pertaining to recruitment efforts. Unit Order 20-02 and a Recruitment Unit memorandum were approved. Both documents explain the plan for this program going forward.

Compliance Measures:

"(The SFPD should expand its community partnerships and outreach to create a community ambassador program to identify and train community leaders to aid in the SFPD's recruitment process), Cal DOJ and Hillard Heintze agreed that SFPD should state overarching goals and expectations for the community ambassador program in the Unit Order. After SFPD explained the limitations of including obligations of external parties in an unit order, it was agreed that SFPD would instead draft a memorandum explaining the community ambassador program, its goals, and expectations (with an understanding that it is a volunteer program). SFPD also agreed that the community ambassador program would continue to expand to bring in more diverse perspectives by leveraging SFPD's many interactions with the community for recruitment in addition to the district station meetings. Finally, SFPD will clarify that one package attachment is a list of people who signed up to become ambassadors and will redact contact information."



Collaborative Reform Completion Memorandum

1. Plan for an ambassador program, including roles and responsibilities.

The RU attended the district station's pre-existing community meetings to insure all communities of San Francisco were reached. This program has been developed to connect the SFPD RU with community leaders, to seek their assistance with the recruitment process and to identify qualified applicants within their own communities.

The roles and responsibilities as a SFPD Community Ambassador are:

- Identify potential and qualified applicants within their community
- Direct the potential applicant to the application process by:
 - Showing and explaining the SFPD Recruitment Flyers
 - Directing applicants to the SFPD website for additional information
 - Refer the applicant to the RU, where recruiters will mentor those applicants through the initial phases of the hiring process and offer test prep help
- Connect RU with recruiting venues, such as community events, career fairs, and connect RU with school administrators to schedule school presentations
- Provide suggestions, strategies and improvements that the RU can review and implement when feasible

The roles and responsibilities for SFPD RU are:

- Attend community meetings yearly
 - Document attendance
- Identify new Community Ambassadors
- Train all participating Community Ambassadors
 - Document the training provided
- Complete a Community Ambassador survey yearly
- Maintain open communication between SFPD RU and Community Ambassadors
- When feasible implement the suggestions, strategies and improvements made by the Community Ambassadors
- Keep Community Ambassador contact list up to date

See **Attachment 1** Unit Order 20-02 which explains the plan for the ambassador program.

See **Attachment 2** The emails sent from the Administrative Commander to all 10 District Station Captains requesting to attend their meetings.

See **Attachment 8** Recruitment Unit memorandum describing the Recruitment Community Ambassador Program



Collaborative Reform Completion Memorandum

2. Conduct outreach and identify community leaders that include diverse perspectives.

The RU's initial outreach began with attending several meetings that included each of the SFPD's District Station's monthly Community Police Advisory Board (CPAB) and/or District Station Community meetings. Attending and presenting at these meetings was in an effort to identify diverse leaders of the community who would be willing to participate in the SFPD Recruitment Community Ambassador Program. All 10 district stations were included in the outreach plan to ensure diversity in representation. Community leaders who were interested in becoming an ambassador provided their contact information to become part of the Recruitment Community Ambassador Program. The next form of outreach was a welcome email along with an emailed survey. This was followed up with emails and phone calls to ensure personalized communication and also encourage the members to complete the survey.

See **Attachment 3** The Meeting Summaries.

See **Attachment 4** The redacted Community Ambassador contact list.

See **Attachment 5** Two outreach emails sent to the Community Ambassadors.

3. Training for ambassador program.

At each meeting, members of the RU trained the Community Ambassadors by presenting information regarding what the SFPD RU currently does to locate applicants, mentor applicants and assist them with test prep help. We also presented information regarding the hiring process, the testing steps, the minimum qualifications, the most common barriers or hurdles that applicants face and what the applicant can do to overcome them. The training presentations ended with a Q & A session along with suggestions and feedback.

Materials distributed in the meetings included:

- Officer Recruitment flyers
- Cadet Program flyers
- RU referral card with steps listed to apply

The attendees were encouraged to take as many flyers as they wanted so they could distribute them in their respective communities.

See **Attachment 3** The Meeting Summaries.

See **Attachment 6** Copies of recruitment materials that were distributed during the meetings/trainings

4. Implementation of ambassador program.



Collaborative Reform Completion Memorandum

Sergeant Christina Serrano and Recruiter Luciana Ng attended the meetings listed below:

- 11/18/19 - Richmond Station - CPAB Meeting 5:30pm
- 11/19/19 - Ingleside Station - Community Meeting 7:00pm
- 11/26/19 - Mission Station - CPAB Meeting 5:00pm
- 1/7/20 - Academy - Women's Forum Meeting 6:00pm
- 1/9/20 - Southern Station - CPAB Meeting 6:00pm
- 1/14/20 - Park Station - Community Meeting 7:00pm
- 1/29/20 - Tenderloin Station - CPAB 1:00pm
- 2/4/20 - Bayview Station - CPAB 5:00pm
- 2/4/20 - Bayview Station - Community Meeting 6:00pm
- 2/19/20 - Central Station - CPAB Meeting 4:00pm

Due to COVID- 19 and SIP (Shelter in Place) orders all district station meetings have been postponed. The Recruitment Unit will attend meetings at Northern Station and Taraval Station once those stations start hosting their meetings again. That will fulfill a complete representation of all ten district stations throughout San Francisco.

See **Attachment 3** The Meeting Summaries

See **Attachment 1** Unit Order 20-02 which explains the plan for the ambassador program.

5. Continuous improvement loop.

The RU has reached out to all the Community Ambassadors and asked them to complete the survey below. This survey allows the RU to formally and continuously receive feedback from the Community Ambassadors. This feedback will assist the RU in analyzing its current effectiveness. The Community Ambassadors can provide suggestions, strategies and improvements that the RU can review and implement when feasible. Unit Order 20-02 ensures the RU will conduct a similar survey yearly. The Unit Order also states the RU will coordinate the district station presentations and training yearly. The surveys, the presentation/training summaries, and a list of the Community Ambassadors will be made available for review in the Staff Services- Recruitment Unit shared desktop folder. The Recruitment Unit memorandum describing this program will serve as an outline and a reference for the member tasked with running the program.

COMMUNITY AMBASSADOR PROGRAM SURVEY



Collaborative Reform Completion Memorandum

1. *First name*
2. *Last name*
3. *Email*
4. *Phone number*
5. *Please indicate in which CPAB or Community meeting location you attended?*
 - a. *Bayview Station*
 - b. *Central Station*
 - c. *Ingleside Station*
 - d. *Mission Station*
 - e. *Northern Station*
 - f. *Park Station*
 - g. *Richmond Station*
 - h. *Southern Station*
 - i. *Taraval Station*
 - j. *Tenderloin Station*
6. *Tell us why you decided to be part of the SFPD Recruitment Unit's Community Ambassador Program.*
7. *In which kinds of ambassador activities would you want to participate?*
 - a. *Help distribute SFPD Hiring flyers in community meetings and events*
 - b. *Share recruitment news on social media*
 - c. *Host an event that includes a presentation from SFPD Officers/Recruiters*
 - d. *Refer a friend to apply to the SFPD*
 - e. *Other _____*
8. *What are some of the main hurdles you foresee for our recruitment process?*
9. *What are some of the solutions you can think of to help us solve the issues mentioned in the previous question?*
10. *What type of advertising would you like to see and where should it be displayed at?*
11. *Please help us identify other community leaders with diverse perspectives that can aid in the SFPD's recruitment process by providing their name and contact information below.*
12. *Are there any other recommendations you can provide to the SFPD Recruitment Unit? (i.e. community outreach, such as activities, programs, events, presentations, meetings, etc., that SFPD Recruitment Unit should attend.)*

Thank you so much for filling out our ambassador survey. We'll be in touch soon!

See **Attachment 7** The 2020 Community Ambassador survey report

See **Attachment 8** Recruitment Unit memorandum describing the Recruitment Community Ambassador Program