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| Finding # 14 | The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion. |
| Recommendation # 14.1 | The SFPD should develop an ongoing communication strategy for officer-involved shootings. |

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|------------------------------|-----------------|--------------------|-------------|
| Recommendation Status | Complete | Partially Complete | In Progress |
| | Not Started | No Assessment | |

Summary

Unit Order 16.03 Media Relations Response to Officer Involved Shooting/Department Members Seriously Injured or Killed in the Line of Duty, revised July 15, 2019, describes the duties and responsibilities of the Media Relations Unit for officer-involved shooting events. While there is “no specific identification” of the department’s overall strategy, a review of the policy indicates the department intends to use various means of communicating with the public when an OIS incident occurs, including traditional and social media, and town hall meetings at the time of the incident. Periodic updates will be provided on a quarterly basis by news releases that are disseminated in traditional forms and posted to the department’s webpage and social media sites.

A survey was issued to constituents seeking input regarding perceptions of the department’s OIS communication, which may have informed development of the policy, including provisions for addressing stakeholders when an OIS event occurs, and review to ensure the department’s response is in compliance with the policy. The department intends to ensure compliance with their strategy by conducting a “hot-wash” after an OIS event to improve the department’s town hall meeting communication and an audited checklist to ensure quarterly social media and web posting of information regarding open OIS investigations. The response to this recommendation meets the compliance measures to a minimal degree. The fact that the survey generated only 154 responses from a city the size of San Francisco suggests that the department’s outreach strategy may not be as effective as it could or as SFPD desires. In addition, there have been no OIS incidents since the revised policy was published, depriving the team and the department an opportunity to evaluate the policy’s impact on current events. Although this recommendation is designated as Complete, the team in Phase III will closely monitor the department’s OIS communication and subsequent follow-up with internal and external stakeholders.

Administrative Issues

Compliance Issues

| Compliance Measures | | Status/Measure Met |
|---------------------|--|--|
| 1 | Develop OIS communication strategy that provides broader community with relevant information before conclusion of investigation. | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |
| 2 | Share communication strategy with internal and external stakeholders, for relevant feedback. | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |

Hillard Heintze File Review Recommendation # 14.1

| | | |
|---|--|--|
| 3 | Continual improvement/feedback loop for strategy and compliance with strategy. | ✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |
| 4 | Evidence of supportive and remedial action if deficiencies are found. | ✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |



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Finding # 14 The SFPD does not have a strategy to engage with the broader community following a fatal officer involved shooting until its conclusion. The SFPD does not keep as active an engagement during the investigative process, and consideration should be given to publishing findings once an investigation is completed to ensure community closure.

Recommendation # 14.1 The SFPD should develop an ongoing communication strategy for officer involved shootings.

Response Date: 8/7/2019

Executive Summary:

In response to this recommendation, the Media Relations Unit drafted and implemented Unit Order 16-03 (Issued 7-5-19) which outlines the Department's public information response to an officer involved shooting and its commitment to hosting Town Hall/Community Meetings following an officer involved shooting. This response includes press briefings, news releases & updates, town hall meetings and the release of involved officers' names. The Order requires that information released be limited to factual information known at the time.

In addition, the Department has been releasing body worn camera (BWC) video from officer involved shootings during Town Hall meetings and has been making the BWC video clips available for public viewing via web links.

Department news releases (including Town Hall talking points/notes and links to pertinent BWC and/or surveillance video) regarding officer involved shootings are posted on the Department website and are linked via Department social media accounts.

Compliance Measures:

- 1) Develop OIS communication strategy that provides broader community with relevant information before conclusion of investigation.**

Please refer to Unit Order 16-03 (Media Relations Response to Officer Involved Shootings/Department Member Seriously Injured or Killed in the Line of Duty)

- 2) Share communication strategy with internal and external stakeholders for relevant feedback.**

The Media Relations Unit published an online survey to poll internal and external stakeholders on how the Department is doing with respect to its public information response to officer involved shootings. The purpose of this survey was to obtain a "bench mark" of how stakeholders perceive Department efforts



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surrounding sharing information following an OIS. A copy of the survey with results accompanies this memorandum.

Upon completion of the online survey, Media Relations published news release #19-088 "Release of Information Following an OIS" to educate both internal and external stakeholders on the Department's public information response to an OIS.

Survey Results:

The survey, conducted via "Survey Monkey" was advertised by news release and social media posts (with reminder social media posts during the life of the survey which was just over two weeks in duration). One hundred fifty-four persons responded to the survey.

Demographics:

Only 7.14% of respondents identified as journalists (traditional media relation's customers) while 4.55% identified as community organizer or activist and 2.6% identified as elected or appointed government official. Forty-eight percent identified as "other" and 26.62% identified as student. Ninety-four percent of respondents identified as bay area residents.

Responses:

While 62% of respondents were aware of the Department's commitment to hosting town hall meetings, 84% stated that they had **not** attended one of these meetings. Of those who attended a meeting, 12% felt the time was well spent and 11% did not think it was time well spent.

Only 44% were aware of the Department's commitment to identify officers involved in an OIS within ten days and only 53% were aware of the Department's commitment to releasing BWC video when able to do so. Approximately 57% have used SFPD social media as a source of information but only 18% have used the SFPD web. When polled about where they go for "news" information, 53% cited traditional media, 33% social media and 12% relied upon independent/non-traditional news media. In terms of SFPD's release of information, 62% were aware or some-what aware that SFPD strives to release only factual information known at the time. Sixty-three percent agreed that information released by SFPD was helpful and informative. Fifty-seven percent agreed that information released by SFPD was helpful in understanding the OIS investigative process.

Comments:

Seventy-five respondents took the time to provide some type of comment or feedback. Some of these comments were in the form of insults, while others expressed that SFPD was doing a good job on a difficult topic.



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Several commented that SFPD officer involved shootings need to be investigated by an independent agency. SFPD recently signed an MOU with the SFDA's Office designating the SFDA as the agency to investigate future OIS and in custody deaths. The SFPD posted the MOU on the "Published Reports" page of the Department website <https://www.sanfranciscopolice.org/sites/default/files/2019-07/MOU%20-%20SFDA%20SFPD%20OIS%20SIGNED.pdf>

Several respondents commented that town hall meetings are either a "thing of the past" or a waste of time as those who attend are hostile, shout down any other opinion and that people are just there to create problems. Two respondents suggested that SFPD follow LAPD's policy of producing a video that provides BWC and other information with narration.

Several commented on the need to build trust with the community and since town hall meetings are rancorous and hostile settings, SFPD should hold separate meetings with "correct community leaders."

Feedback regarding SFPD social media suggested that the Department should be more engaging with its online Facebook community. At least one respondent felt there were too many avenues for communicating information following an OIS. This feedback was shared with SFPD's Media Team including the unit's new Social Media Programmer.

Other respondents praised the Department's release of BWC video, complemented the PIO team and acknowledged the value of publishing information outright rather than waiting for requests for information.

Analysis of Comments:

The Department should continue its efforts at educating the public regarding our public information response to an OIS. Following the closure of the survey, the Media Relations Unit did publish a news release detailing the Department's public information response to an OIS.

SFPD's social media (primarily Facebook) could be more responsive and engaging our follower to post comments to the Department.

The Department should further publicize the change in the OIS investigation procedures to further inform/educate the public.

The Department should consider the LAPD method of producing an informational video following an OIS.

3) Continual improvement / feedback loop for strategy and compliance.



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The Media Relations Unit (MRU) has done several things to address the need for a continual review/improvement loop.

The Media Relations Unit uses a **check list** to ensure necessary tasks surrounding the public information response to an OIS are completed. The check list includes an after action review with notations of any recommendations for improvement.

The MRU held a "hot wash" following most recent OIS incidents. Accompanying this form is a **Memorandum for Record (MFR)** that outlines "hot wash" debriefing from 2018 OIS incidents.

Take A Ways from the hot wash included:

- Ensuring that an announcement offering language translation is made prior to beginning the meeting.

- Discussing with SFPD Community Engagement the need to identify safety and access challenges of town hall sites.

- Creating a check list to ensure that required tasks are performed following an OIS and leading to and after the town hall meeting.

To formally acknowledge the takeaways from the survey, Sgt. Andraychak #457 wrote a **memorandum** to Assistant Chief Robert Moser and Chief Scott for consideration. Please refer to memorandum for additional information.

4) Evidence of supportive and remedial actions if policy not followed.

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The Media Relations Unit developed a **check list** to ensure that quarterly reports including updating open officer involved shooting investigations are completed and posted to the SFPD web. The check list includes space to note any report(s) that are not available for posting and direction to note on the SFPD web the absence of the report.

To satisfy our commitment to update the community on the status of OIS investigations, the Department issued quarterly news releases (#19-049 & 19-085) updating the community on the status of these investigations. Copies of the news releases and screen captures of a social media posts accompany this response.

Supplemental Document Request

| Requested Documents | Responsive Documents(s) and Why |
|--|--|
| Evidence of outreach to external stakeholders regarding strategy development. | Please refer to Survey/Survey Results . |
| Evidence of involvement or consideration of input from individuals and organizations external to the department, e.g., community, activist, etc. | Please see internal memorandum addressed to Assistant Chief Robert Moser on July 24, 2019 regarding survey input takeaways for consideration. |

Form 2001 written on 9-24-18

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