



## Collaborative Reform Completion Memorandum

**Finding # 47:** The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.

**Recommendation # 47.2** The department should create easy points of access for community feedback and input, such as providing "community feedback" or "talk to your Captain" links on its website and social media pages.

**Response Date: 09/10/2020**

### Executive Summary:

In collaboration with the SFPD's Technology Division and the City and County of San Francisco Department of Technology, the SFPD website launched a community feedback page that solicits comments from members of the public and then forwards those comments to the Community Engagement Division for review, response and or routing to specific units, stations or personnel as appropriate.

Community Members have additional means of access to communicate with their district station personnel and Captains with comments and concerns. This includes a link to email the Captain on station pages, and Twitter, Nextdoor.com, and Facebook accounts for each station.

### **Compliance Measures:**

#### **1) Creation of community feedback/input mechanisms:**

SFPD's Technology Division in August 2017 created a community feedback page (See Attachment 1) on the San Francisco Police department's website to solicit comment from members of the public. The comments are then forwarded to the Community Engagement Division (CED) for review. The feedback page features an email portal where members of the public can send comments to the Department's [sfpdfeedback@sfgov.org](mailto:sfpdfeedback@sfgov.org) mailbox. The email/response is then routed by CED staff to specific units, stations or personnel as appropriate. These emails are then archived by CED staff to supplement other efforts to measure public perception of the Department (See Attachment 2).

The SFPD website has a link to all Station Newsletters and "Talk to your Captain" links for community members to connect directly with the district station Captain's (See Attachment 3). All required Station Newsletters include links to the Station general email and the district station Captain's email. All Station newsletters close with another link to the Station Captains email address and phone number for future communication. District Stations also have their own Twitter, Nextdoor.com, and Facebook accounts to communicate with the public (See Attachment 4).



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On Thursday, July 02, 2020, SFPD Professional Standards members participated in a conference call with members of Hillard Heintze (HH) and the California Department of Justice (CAL DOJ). During the prescreening, suggestions and guidelines were discussed for this recommendation as described below.

*"Cal DOJ and HH clarified that district captains are supported in responding to community contacts but there is no policy requirement for the responses. **Cal DOJ recommended that SFPD include contact information for district station captains on district Twitter information pages.** SFPD will also update the package with information on the expired department bulletin regarding business cards".*

A memorandum (See Attachment 5) was drafted and approved by Assistant Chief Redmond which directed Station Captain's to add their email to their station Twitter pages. Attempts were made by numerous station Captain's but due to the character count limited by Twitter in the biography box of 160 characters it was not possible. The San Francisco Police Department district station Twitter pages biography boxes contain information on how to contact 911 and to notify the page viewers that the Twitter feed is not monitored. With limited space on the page, the information needs to remain as is to inform the public about the department's social media policy, and as a reminder to not use the page as a means to report an active emergency.

HH and CALDOJ Guidance Cont:

*"...SFPD will also update the package with information on the expired department bulletin regarding business cards".*

In 2013 SFPD began the use and distribution of department issued business cards (See Attachment 6) and Reportee Follow-Up Form SFPD 105 (See Attachment 7). These two forms are designed to produce communication and interaction with community members. The forms provide contact information to victims and reportees about the investigatory follow-up process. Members shall provide their department email address to the public when asked or when email correspondence might aid in an investigation or otherwise assist with follow up. The business card has the Officer's email addressed affixed to it with their station phone number. This is addressed in Department Bulletin 20-126, (updated 08/31/2020) which discusses that officers shall carry these items and use them during the course of their work (See Attachment 8).

### **2) Points of access are communicated to and easily accessible to community:**

To ensure points of access are communicated and easily accessible to the community the department launched a new website in May 2019 that is being heavily promoted to solicit feedback from the public regarding the new website's features and functions. (See Attachment 9). The community feedback mechanism has been promoted on our



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Twitter and Facebook pages and was prominently placed at the top of landing page on the department's old website.

The San Francisco Police Department website has a link to all station newsletters and station Captain's email, "Talk to your Captain" link. All required Station Newsletters include links to the Station email and the Station Captain's email, "Talk to your Captain" link, for Community input ([See Again Attachment 3](#)). This allows the community to communicate directly with their district Captain.

Attached are multiple district station newsletters showing how the general public can access direct means of communication with the district stations Captains ([See Attachment 10](#)). The public can see what's going on in the district they live, such as events and crime statistics ([See Attachment 11](#)). Each newsletter shows a picture of the Captain of that district, the picture helps build rapport with the community so the that community can see a face and not just a name.

### **3) Evidence that such communications are reviewed and supported by the appropriate parties (e.g., the station Captain):**

Attached are email chains started from a public inquiry to a district station Captain ([See Attachment 12](#)). These emails depict how an email conversation is first started from the public and followed up by the district Captain. District station Captains are responsible for answering emails from the public in which district they are in command of. District stations Captains have the use of station police officers who part of the Captain's staff that monitor the station email system and direct the citizen's emails to the appropriate area of the staff whether it be the Captain or a specialized unit within that district such as a homeless outreach officer or traffic enforcement officer. The Captain's staff also helps get the district station newsletters published and distributed to the public. At the Station level there are two points of contact for community engagement and feedback. Both mechanisms provide multiple avenues of communication at the station level providing the citizens with first rate service.

Attached are examples of communication between the San Francisco Police Department and the public using social media platforms (Twitter, Nextdoor.com). These depict the public posting comments and the members of the department replying. ([See Again Attachment 4](#))

The San Francisco Police Department website community feedback mechanism generates emails from the public which are forwarded to the community engagement division. The emails were previously monitored by various CED Staff members who were assigned daily to answer the feedback email account. However, this created a problem with keeping track of who reviewed the emails and who was responsible for the follow up regarding the feedback. In order to streamline the response time to reply to



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the emails, an improvement loop review process was put into place. The commander of the Community Engagement division elected to appoint one officer to review and respond to the feedback emails. Evidence is shown to show the officer continually checking the email box by setting a calendar reminder. The officer must respond to the calendar alerts during the work day (See Attachment 13). This allows the CED officer to be more in tune with the community feedback, while also providing consistency follow up responses to community members.

Attached are several examples of communication documenting public inquiries by email to CED staff using the [sfpdfeedback@sfgov.org](mailto:sfpdfeedback@sfgov.org) mailbox. Emails are reviewed and distributed to the appropriate staff in the department (See Again Attachment 2) Many of the examples included show how an initial email is forwarded through the different ranks of the police department.

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Response regarding accountability and overall policy:

SFPD Department General Order 1.08 "Community Policing" (Attachment 15) was updated 07/01/2020 and outlines the departments mission and procedures for community policing principles.

Communications between the public and station personnel are referenced as follows in subsections of the order:

### ***"1.08.03 COMMUNITY POLICING STRATEGIC PLAN***

*The Department, in collaboration with the community, has identified goals and objectives in the development of a Community Policing Strategic Plan. As members of the Department, we embrace the below goals to build a strong relationship with all people in all communities in which we serve.*

*All members shall ensure their work in community policing, community engagement and problem solving support the following goals and objectives:*



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### Goal 1: Communication

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

- a. Create a diverse set of communication channels between the Department and the community where we share and receive information and feedback across a range of communication channels.*
- b. Respond to requests for service and information in a timely and transparent manner.*
- c. Solicit conversation, input, and collaboration from a culturally diverse demographic.*
- d. Transparently communicate, publicize, and educate the community about Department goals and policies."*

Station Captain's Responsibilities are also referenced in SFPD Department Manual-2 Community Policing and Problem Solving (See Attachment 16):

*"...Maintain open and frequent communication with all officers and community members alike to remain informed and assure all are updated on community issues."*

#### **4) Ongoing and continuous review and improvement loop for process:**

Department General Order 1.08 Community Policing (Attachment 15) outlines several avenues of review and improvement and recognizing best practices:

- DGO 1.08 Regarding Metrics (Section 1.08.15) *"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..."*

A component of review and improvement falls on two External Review Committees, which are coordinated by the Commander of the Community Engagement Division:

- Community Policing and Problem Solving Implementation Committee
- Community Policing and Problem Solving Oversight Committee.

The Implementation Committee is responsible for:

*"1. Discussing the current engagement strategies for effectiveness by reviewing evaluations from community survey feedback and discussing programming.*



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*2. Discussing cross organizational goals, and current community policing and problem solving plans and outcomes.*

*3. Regularly assessing existing framework by remaining abreast of emerging community policing strategies and best practices employed by other law enforcement agencies.*

*4. Developing new ideas or strategies."*

The Oversight Committee is responsible for:

*"1. Recognizing the District Captains engaged in best practices and utilizing them as peer trainers for other Captains.*

*2. Reviewing best practices and monitor progress and growth.*

*3. Auditing District Stations to determine if the stations are meeting outcomes, effectiveness of the electronic platform, and the problem solving efforts, following best practices in community engagement and formalized problem solving as outlined in the Community Policing and Problem Solving Manual (DM2)."*

Amendments to policy, manuals, and the Community Policing Strategic Plan will be made based on findings from performance measures and review committee discussions. (See Attachment 15 Pages 4-6)



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### **Attachments:**

**Attachment 1:** Screen Shot of webpage with community feedback mechanism.

**Attachment 2:** Emails to [SFPDFeedback@sfgov.org](mailto:SFPDFeedback@sfgov.org)

**Attachment 3:** Link to District Station Newsletters and "Talk to your Captain link"

**Attachment 4:** Social Media Websites showing SFPD Communication.

**Attachment 5:** San Francisco Police Department Memorandum

**Attachment 6:** San Francisco Police Department Business Card

**Attachment 7:** San Francisco Police Department Form 105

**Attachment 8:** San Francisco Police Department Bulletin 20-126 Department Issued Business Cards & Follow-Up Form

**Attachment 9:** Screen shot of webpage functions

**Attachment 10:** District Station Newsletters

**Attachment 11:** Crime Statistics example from Newsletter

**Attachment 12:** Email exchanges between district station Captains and the public

**Attachment 13:** Screen Shot of CED Officer's Microsoft Outlook schedule

**Attachment 14:** Recommendation Guidance and Policy Development Process / Executive Summary Email

**Attachment 15:** SFPD Department General Order 1.08 "Community Policing"

**Attachment 16:** SFPD Department Manual 2 Community Policing and Problem Solving