

Recommendation 40.1

Gabriel Martinez [REDACTED]

Mon 1/27/2020 3:52 PM

[REDACTED]

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Dear Captain Bailey,

Our office has completed its review of the materials related to Recommendation 40.1 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD developing a strategic community policing plan. After reviewing the package and information provided by the SFPD, the California Department of Justice finds as follows:

Recommendation 40.1.: As part of the Strategic Plan (recommendation 39.1), the SFPD should develop a strategic community policing plan that identifies goals, objectives, and measurable outcomes for all units.

Response to 40.1: The San Francisco Police Department developed a Community Policing Strategic Plan (Strategic Plan) with input from the community focusing on five goals: (1) communication; (2) education; (3) problem-solving; (4) relationship-building; and (5) SFPD organization. The Community Policing Executive Sponsor Working Group, comprising city agencies, nonprofits, and members of the public, met fifteen times to research, refine, and finalize the Strategic Plan. Outreach was conducted surveying 525 community organizations that included nonprofits, advocacy organizations, neighborhood organizations, merchants, and government agencies, of which 194 organizations responded (see Appendix F of the Strategic Plan). The working group reviewed dozens of research articles to aid in the development of best practices in the Strategic Plan (see Appendix E of the Strategic Plan), and that information is incorporated into the Strategic Plan.

On March 13, 2019, Chief Scott approved a memorandum identifying the review process and the metrics for evaluating the Strategic Plan's effectiveness. On August 5, 2019, SFPD issued Department Bulletin 19-165 implementing the Strategic Plan. The Strategic Plan contains provisions regarding implementation, including requiring each SFPD division and district to create a Community Policing Action Plan, updated annually, that aligns with the Strategic Plan, contains timelines and resources for implementing strategies, and uses various metrics (e.g., surveys, training logs, funding for community policing activities) to track activities and outcomes.

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.

[REDACTED]

[REDACTED]
[REDACTED]

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Finding # 40	The SFPD does not formalize community engagement in support of community policing practices.
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Recommendation # 40.1	As part of the Strategic Plan (recommendation 39.1), the SFPD should develop a strategic community policing plan that identifies goals, objectives, and measurable outcomes for all units.
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Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

The San Francisco Police Department developed a Community Policing Strategic Plan that incorporates goals and objectives for department units. The department also promulgated policy describing implementation of the plan and the process of identifying metrics for assessing the plan's effectiveness. This meets Compliance Measure 1. The team will continue to monitor implementation to ensure practices are institutionalized.

Compliance Measure 2 is met. The language of the current plan is sufficiently flexible to allow investigative divisions to demonstrate their role in providing community policing objectives.

Compliance Measure 3 is met. Chief Scott memorandum dated March 13, 2019 identifies the process of developing metrics for evaluating the success of the community policing strategic plan, including department wide metrics. To ensure continued compliance with Compliance Measure 2, the metrics should be applicable to investigative divisions.

Compliance Measures	Status/Measure Met
1 Develop strategic community policing plan informed by best practices and consistent with recommendation 39.1.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2 Ensure the plan identifies community policing goals, objectives, and outcomes for all units.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3 Evidence of review or audit process to assess plan implementation and effectiveness.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

Compliance Issues



Collaborative Reform Completion Memorandum

Finding #40: *SFPD does not formalize community engagement in support of community policing practices.*

Recommendation #40.1: *As part of the Strategic Plan recommendation 39.1), the SFPD should develop a strategic community policing plan that identifies goals, objectives, and measurable outcomes for all units.*

RFI Response Date: July, 29, 2019

Executive Summary: 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. These individuals represent neighborhoods interest, community organizations, advocacy groups, city agencies and everything in between. The plan reflects outreach to over 500 representatives of organizations across the city and more than 100 sworn and civilian SFPD members of all ranks and assignments, with 2,000 hours of research, analysis, facilitation, and behind-the-scenes work to bring it all together.

Between Fall 2017 and Spring 2018, the ESWG developed the vision and values that define community policing for San Francisco, and the goals, objectives, and metrics to implement that vision. The ESWG supplemented their own experiences as officers and community members by reviewing national community policing best practices and obtaining feedback through surveys of SFPD members and community-based organizations. The San Francisco Controller's Office (Project Team) supported this important effort by designing the planning process, facilitating planning meetings, conducting research and analysis, and summarizing each phase of the planning process into the components of the Strategic Plan.

The dedication of everyone involved with the process resulted in a framework that the SFPD will use to guide us moving forward in the development of the departments overall strategic plan, and represents a huge step in our commitment to community policing practices and values.

Compliance Measures:

- 1) Develop strategic community policing plan informed by best practices and consistent with recommendation 39.1.**

The Community Policing Strategic Plan is being utilized to support the Department's overall strategic plan (39.1) for consistency in practices. Supporting Documents Include:

- Full SFPD Community Policing Strategic Plan with Appendix.



Collaborative Reform Completion Memorandum

- Memorandum: Proposal signed off by the Chief to implement the Department's Community Policing Strategic Plan.
 - Department Bulletin 19-165 provides evidence that the department has begun the implementation of the plan.
- 2) Ensure the plan identifies community policing goals, objectives, and outcomes for all units.**

Short Summary of Community Policing Plan which shows the Vision, Values, Goals and Objectives for all units.

- 3) Evidence of review or audit process to assess plan implementation and effectiveness.**

Implementation of CP Plan (Pages 16-19) shows:

- A Plan of Action for the Development of CP Action Plans for each division and district.
- A Plan of Action for Monitoring Activities and Impact of Community Policing.
- A Plan of Action for the Expansions of exiting Data Sources and Development of New Data Sources.

Department is utilizing these Plans of Action to determine the extent to which each goal and objective are being met for all aspects of police work; to assess effectiveness and to support the Department's overall strategic plan.

Requested Documents	Responsive Documents(s) and Why
Submit CP Plan	<p>Documents:</p> <ul style="list-style-type: none"> -SFPD Community Policing Strategic Plan with Appendix is included to show evidence of a Community Policing Strategic Plan. -Memorandum is included to shows the department's plan of action to implement the strategic plan. -Department Bulletin 19-165 is included to show that the department has begun the implementation of the plan.
Ensure plan has goals and objectives for all department units	<p>Documents:</p> <ul style="list-style-type: none"> -Short Summary of Community Policing Plan is included to show the Vision Values, Goals and Objectives for all departments.



Collaborative Reform Completion Memorandum

<p>Plan includes and explains process of review to determine the extent to which goals and objectives are met.</p>	<p>Documents:</p> <ul style="list-style-type: none">- Implementation Section of CP Plan (Pages 16-19) is included to show the action plans for collecting, sharing and extrapolating data and best practices. Which will be used for process of review to determine the extent to which goals and objectives are met.
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