

Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 41.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 41.2:

The SFPD should work with the Police Commission to draft a new community policing order that reflects the priorities, goals, and actions of the department.

Response to 41.2:

SFPD worked with the Police Commission to draft a new community policing Department General Order (DGO 1.08). The collaboration between the Department and the Commission was through the Department's Executive Sponsor Working Group (ESWG) on community policing, which consists of community members, Police Commission staff and Commissioners, and SFPD personnel. The ESWG worked on revising DGO 1.08. SFPD provided meeting invites and emails that show that Police Commission staff and one Commissioner were a part of meetings to discuss and revise DGO 1.08.

SFPD also included a list of references that it used to identify best practices on community policing. SFPD notes that these best practices informed not only the revisions to DGO 1.08 but also the Department's community policing strategic plan. Moreover, the revised DGO 1.08 is consistent with the community policing strategic plan, which details the Department's vision and objectives around community policing.

SFPD further noted that under its DGO on policy review and updates (DGO 3.01), SFPD must submit a DGO to the Police Commission for review and/or amendment every five years. This periodic review/amendment ensures that DGO 1.08 will be regularly revised and amended to reflect best practices as well as the values and objectives of the Department.

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# 41: The SFPD's community policing order Department General Order 1.08 - Community Policing (effective 9/28/11) and its Community Policing and Problem Solving manual are out of date and no longer relevant.

Recommendation# 41.2: The SFPD should work with the Police Commission to draft a new community policing order that reflects the priorities, goals, and actions of the department.

Response Date: 10/08/2020

Executive Summary:

An updated version of Department General Order 1.08, Community Policing was completed on 07/01/2020. This new policy reflects numerous updates and changes which encompass the principles of 21st Century Policing. It also addresses a substantial number of DOJ recommendations related to Community Policing.

The creation of this General Order required assistance from the members of the Community Engagement Division, members of the Field Operations Bureau, as well as members of the City of San Francisco Controller's Office to create a comprehensive policy that reflects the goals and values of both the community and the Department.

This final version of the order was presented to the Executive Sponsor Working Group. This Executive Sponsor Working Group was comprised of a diverse group of community members including attorneys, journalists, local business owners, writers, and community members who are not fully supportive of the Department. Also at the table were members of the Department of Police Accountability. An invitation was extended to the Police Commission to attend every meeting. Earlier drafts were presented to the Executive Sponsor Working Group, who went line by line, providing their feedback, resulting in a completed order with no further suggestions or edits. The final version of DGO 1.08 was presented to the Police Commission and 10/07/2020 and unanimously voted into adoption.

Compliance Measures:

1) Evidence of work with the police commission to establish new community policing general order (meeting notes, timeline, etc.)

DGO 1.08 has been in development since 2018. Along with the Community Policing Strategic Plan, this General Order was created with a large amount of input from the community. Through numerous meetings and revisions, a final draft of this General Order was presented to the Police Commission on 10/07/2020 and voted on for adoption unanimously.

Executive Sponsor Working Emails showing the numerous meetings details with the ESWG for discussion on DGO 1.08 are attached showing the process and stakeholders involved for the drafting of this General Order (Attachment 1)



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2) Ensure order reflects priorities, goals, and actions of the department as informed by best practices.

The roadmap for DGO 1.08 was the SFPD Community Policing Strategic Plan (Attachment 2). This policy was created to incorporate a substantial number of DOJ recommendations and reflect our goals and visions surrounding community policing. It brings us in line with the goals of 21st Century Policing and current best practices. It not only reflects the priorities, goals, and actions of the department but through community input, we were able to also address the community's goals and priorities making this a comprehensive and cohesive policy.

Background from Community Policing Strategic Plan Project:

Community Policing Strategic Plan

Background and Overview

The SFPD Community Engagement Division, led by Commander David Lazar, convened an Executive Sponsor Working Group (ESWG) comprised of SFPD and community stakeholders to create the Department's first Community Policing Strategic Plan. The Plan was developed in response to the 2016 United States Department of Justice (DOJ) Collaborative Reform Initiative (CRI) which provided an assessment of SFPD policies and practices. The review recommended a strategic plan that identifies goals, objectives, and measurable outcomes related to community policing for all units (Recommendation 40.1).

"The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs, and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is following the tenets of community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs, and activities." – DOJ CRI Report, page 231.

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.

(Attachment 2 Page 2)



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The strategic plan includes best practices research and sources. (Attachment 3)

Appendix E Best Practices

SUMMARY

Research Methodology

This Strategic Plan is rooted in an understanding of best practices from community policing efforts around the world. Early in the planning process, members of the Community Policing Working Group were engaged to research and summarize jurisdictional community policing plans, journal articles, and other appraisals of how community policing is understood and implemented. Distributing responsibility in this way diversified the source material for this review to capture as many opinions and ideas surrounding community policing as possible.

After working group members completed the initial research, the Community Policing Strategic Plan Project Team (Project Team) categorized the findings by major themes – from specific strategies to guiding principles – that became evident in the review. These themes were grouped into the major pillars of a community policing plan, which will be found below:

- Vision, Values, and Goals: What does community policing hope to accomplish?
- Strategies: What are the specific ways in which the goals can be met?
- Impact and Accountability: How can the strategies be measured?

The best practices presented below are a snapshot of how community policing has been implemented and interpreted in a range of cities and contexts. The breadth of sources is itself an endorsement of the power in a community policing mindset, in that it demonstrates the adaptability of this structure. From small cities to global hubs, and federally-sponsored reports to blog posts, the diversity of ideas and beliefs about community policing is its greatest strength, any of which may be applicable to the challenges that San Francisco faces.

The following is not a comprehensive review of best practices research. Rather, it is a survey of case studies, reports, and prior research meant to give context to the San Francisco Police Department's own community policing Strategic Plan development. As such, every idea drawn from another source is demarcated with a superscript reference to the appropriate reference, however the source title or jurisdiction name is not always mentioned in-line. Sources named in the text can be found in bold.

Attached within recommendation are relevant sections of Strategic Plan, Full 133-page Community Policing Strategic Plan can be found at:

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



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3) Periodic review of order to support updates, relevancy, improvement loop.

Built in to this policy are internal and external review committees, feedback surveys, and various other reviews to make sure we are evolving with community policing best practices and addressing the needs of the community. This will allow for regular feedback and improvement. Department General Order 3.01 "Written Communication System" outlines policy review and audit processes for Department General Orders, Department Manuals, Bulletins, Notices, Etc.

3.01.01 (G): GENERAL ORDER REVIEW The Written Directives Unit shall be responsible for the ongoing review of all General Orders and maintain a General Order review matrix which may be updated or amended based on litigation, legislation or contemporary issues. The Written Directives Unit will provide an updated General Order review matrix to the President of the Police Commission, or designee, for approval as needed, but no less than once a year. A General Order assigned for review/amendment shall be submitted to the Police Commission for adoption no later than five years from the date listed on the General Order and every five years thereafter.

Thanks to this system and matrix, policies are scheduled for regular review and assessment.

Attachments:

Attachment 1: Police Commission Emails

Attachment 2: Pages 1-19. Community Policing Strategic Plan

Attachment 3: "Appendix E Best Practices" Community Policing Strategic Plan

Attachment 4: Revised DGO 1.08- Community Policing