

Recommendation 45.1

GM

Gabriel Martinez [REDACTED]
Fri 7/23/2021 3:19 PM

To:

- Tanya Koshy [REDACTED]
- McGuire, Catherine (POL);
- Scott, William (POL)

+8 others

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 45.1 that were submitted to us as part of the collaborative reform process. This package focused on SFPD ensuring all units have a community policing strategic plan. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 45.1: The SFPD should expand community policing programs throughout the entire agency and ensure each unit has a written strategic plan embracing community policing and measurable goals and progress, regardless of the unit's specialty.

Response to 45.1: On February 10, 2021, SFPD issued Department General Order 1.08, "Community Policing." General Order 1.08 requires the commander of each bureau, district station, unit (e.g., Professional Standards Unit), and detail (e.g., SFPD's Homicide Detail) to issue an Annual Community Policing Strategic Plan ("Annual Plan"). The Annual Plans must outline how they each SFPD component will build relationships with the community in the upcoming year. At the end of each year, the General Order requires the commander of the Community Engagement Division to meet with the deputy chief and commander of the Field Operations Bureau to present on the outcomes of the part year's efforts, including a summary of community feedback.

On September 25, 2020, SFPD issued Unit Order 20-04, "Annual Community Policing Strategic Plans." The Unit Order established a standardized format for District Captains completing their required Annual Plans and provides a template to ensure consistency in Annual Plans. The template includes designated space for engagement with business groups, community groups, schools, youth outreach, community outreach,

and social media strategies. Each of the designated spaces includes prompts, such as requesting meeting dates, times, and topics for community outreach and inclusion of activities such as weekly newsletters, monthly community meetings, and the Academy Community Immersion Program, again to ensure consistency and complete entries.

Additionally, on February 5, 2021, SFPD issued Department Notice 21-019, “Annual Community Policing Strategy.” Department Notice 21-019 includes a guide for the completion of Annual Plans that have measurable goals and identifies progress towards meeting the goals. Notice 21-019 advises that goals should be specific, measurable, attainable, relevant, and timely, and it provides definitions and examples of each metric.

SFPD has collected Annual Community Policing Strategic Plans from all ten district stations, the Community Engagement Division, and the Special Operations Bureau for 2021. As General Order 1.08 was only recently passed, SFPD is working with other bureaus and units on the remaining Annual Plans. While the detail on Plans in the first year of the rollout has varied among district stations, SFPD has responded by issuing guidance such as Department Notice 20-019 to provide clear direction on the Plans. To ensure quality submissions, the commander of the Community Engagement Division must approve each Annual Plan. SFPD has also included community policing data into the required information that captains must report on every month, and the commander of the Community Engagement Division will conduct quarterly audits to ensure progress toward meeting Annual Plan goals.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, as DGO 1.08 was recently published, SFPD should review its rollout of the new processes during the scheduled year-end review for any improvements. Please let us know if you have any questions or would like to discuss these further.



Collaborative Reform Completion Memorandum

Finding # 45: The SFPD is not focused on community policing efforts across the entire department.

Recommendation #45.1: The SFPD should expand community policing programs throughout the entire agency and ensure each unit has a written strategic plan embracing community policing and measurable goals and progress, regardless of the unit's specialty.

Response Date: 03/02/21

Executive Summary

The Department developed a Community Policing Strategic Plan to expand community policing programs throughout the entire agency and ensure each unit develops a written strategic plan. Between Fall 2017 and Spring 2018, the Commander of CED convened a working group to develop the Department's Community Policing Strategic Plan. The Department wanted to ensure that the community had a voice in the development of this plan and that the plan was reflective of the community, embodied 21st Century Policing concepts and the tenants of procedural justice. The Commander of CED led the process and ensured that the working groups was reflective of the diversity of San Francisco. 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. This working group developed the vision and values that define community policing for San Francisco, and the goals, objectives, and metrics to implement that vision. The Community Policing Strategic Plan gives the Department a defined focus for community policing efforts across the entire department. The Community Policing Strategic Plan has implemented into policy under Community Policing DGO 1.08.

DGO 1.08 codifies in policy the Commander of CED is responsible for promoting and auditing Community Oriented Policing and Problem-Solving concepts and efforts throughout the entire Department. The Commander of CED ensures CED provides the overall Department structure and framework to enhance and promote community policing throughout the entire Department and community.

DGO 1.08 mandates that each District Station, Unit, Bureau, and Detail develop and Annual Community Policing Strategic Plan. To ensure that each unit has a written strategic plan that embraces community policing measurable goals and progress, the Department drafted and issued Department Notice 21-019 "Annual Community Policing Plans". Department Notice 21-019 establishes policy and procedures to ensure community policing is systematically occurring throughout the entire Department. The purpose of the Annual Community Policing Plan is to ensure each District Station, Bureau, Unit and Detail has a standard format to document, track and analyze the Department's Community Policing efforts for the purpose of incorporating community policing data into crime and policing strategies.



Collaborative Reform Completion Memorandum

document, track and analyze the Department's Community Policing efforts for the purpose of incorporating community policing data into crime and policing strategies.

Compliance Measures:

HH RFI- Compliance Measure 1 is met. Compliance Measures 2, 3, and 4 are not met.

1) Evidence of community policing expansion throughout the department.

Compliance Measure Met. - *The San Francisco Police Department refocused and expended its community engagement efforts through the creation of the Community Engagement Division (CM1).*

- Restructure of Command- Community Engagement Bureau reassigned to the Field Operations Bureau with a Commander to oversee its operations.
- Development and Implementation of the Department's Community Policing Strategic Plan.
- Revision of Community Policing Department General Order 1.08
- Requirement of all Bureaus, Unit, Details and District Stations to formulate an Annual Community Policing Strategic Plan.
- Incorporation of Internal and External Community Policing Review Committees and Internal Community Policing Discussion at Captain Monthly Meetings for accountability, review and improvement.

2) Evidence that each unit has a written strategic plan informed by contemporary policy practices that embraces community policing.

To promote the Departments Community Policing Vision, Values, Goals and Objectives outlined in the Community Policing Strategic Plan, the Department issued DN 21-019 to ensure that each unit has a written strategic plan informed by contemporary policy practice that embraces community policing.

Under the Field Operations Bureau (FOB), FOB Unit Order 20-04 Annual Community Policing Strategic Plans was issued to establish a standardized format to document, track and analyze the Department's Community Policing efforts. This order is to provide a guide to District Captains for their annual Community Engagement and Community Policing Strategies.

(See Attachment #1) FOB Unit Order 20-04 Annual Community Policing Plans

(See Attachment #2) Annual Community Policing Plans from the District Stations

Department Notice 21-019 establishes policy and procedures to ensure community policing is systematically occurring throughout the entire Department. The purpose of the Annual Community Policing Plan is to ensure each Bureau, District Station, Unit and Detail has a standard format to document, track and analyze the Department's Community Policing efforts so that the data can be incorporated into policing strategies.

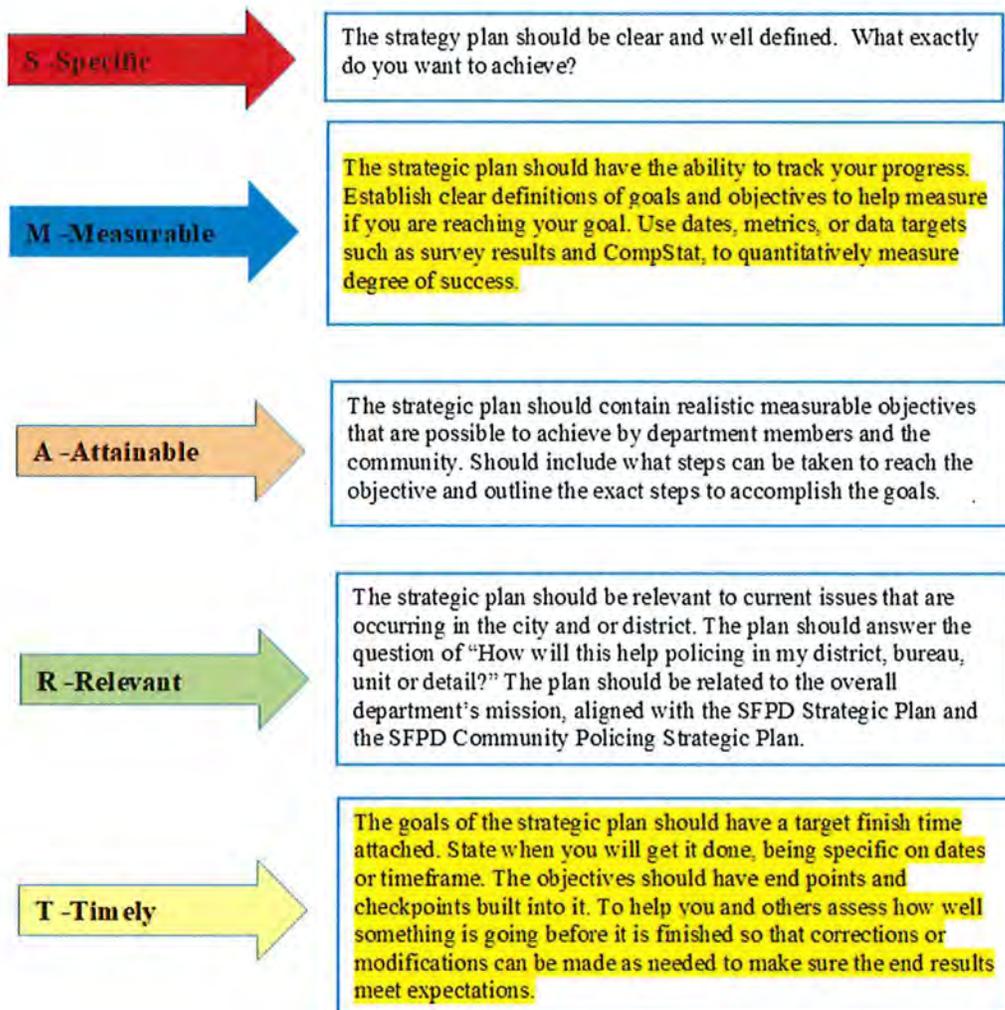


Collaborative Reform Completion Memorandum

(See Attachment #3) Department Notice 21-019 Annual Community Policing Strategy
(See Attachment #4)- Community Policing Strategies from non-patrol units

3) Evidence that unit plans have measurable goals and identified progress towards meeting the goals.

The issuance of Department Notice 21-019 establishes department policy to ensure that each unit has a community policing plan that has measurable goals and identifies progress towards meeting the goals. Units are required to set strategic plan goals based on the (S.M.A.R.T) acronym that are specific, measurable, attainable, relevant, and timely.





Collaborative Reform Completion Memorandum

HH/CalDOJ Prescreen notes from 02/18/21

Cal DOJ asked that the 2001 Form provide an explanation for any district stations or units that have not yet submitted their strategic plans. Hillard Heintze thought that SFPD should explain how it evaluates whether the goals and objectives submitted in the strategic plans have been achieved. Hillard Heintze thought that SFPD should do a quality control check on the submitted strategic plans but expected there to be a learning curve that would improve submissions over time.

Response

The original prescreen file was missing the strategic plan from one of the District Stations. The plan has been included in the file. There are community policing strategic plans from all ten district stations. Policy for each district station to produce a written community policing strategic plan was codified in FOB Unit Order 20-04 which was issued on 09/25/20.

As the Department continues to progress 21st Century Policing concepts as an overall guiding philosophy of the Department, the Department recognizes that there needs to be constant review and improvements of practice. Under the leadership of the Commander of CED, CED is responsible for the audit and review of the Department's community policing practices and efforts. FOB Unit Order 20-04 was issued in September of 2020 to establish policy for each district stations for the development of annual community policing strategies. In December of 2020, The Commander of CED facilitated internal discussion regarding review and improvements regarding policy that addresses annual community policing strategies. DGO 1.08 gives directives for every Bureau, Unit, Detail and District Station to produce a written community policing strategic plan; however, DGO 1.08 had not been adopted by the Police Commission and was in the meet and confer process. The Department determined that a Department Notice need to be issued in addition to DGO 1.08, to further expand on the policy that included every Bureau, Unit and Detail to produce a written community policing strategic plan. In addition, it was determined by Senior Leadership this new directive should set community policing strategic goals that are specific, measurable, attainable, relevant, and timely (S.M.A.R.T) and should include topics of discussion and or literature to support the purpose and objectives of the event.

Department Senior Leadership determined by setting goals that are measurable allows the department the ability to properly track progress, which is done by CED using Microsoft Teams as an electronic platform. This also establishes clear definitions of goals and objectives, which the Deputy Chiefs and Commander of CED can review to measure if each assignment is reaching their goals. This new Directive instructs Commanding Officers to use dates, metrics, or data targets such as survey results and CompStat, to quantitatively measure degree of success.

Department Notice 21-019 was issued on 2/16/21 to give each Bureau, Unit and Detail clear direction on purpose, policing and procedure for developing Community Policing Strategic Plan



Collaborative Reform Completion Memorandum

for each assignment. Since the issuance of Department Notice 21-019, the Commander of CED has conducted internal discussions with the Commanding Officers of each Bureau regarding their annual community policing strategies. Since the issuance of Department Notice 21-019, each Commanding Officer has been working on their written community policing strategies. The Commander of CED have received Community Policing Strategies from all ten District Stations, Community Engagement Division, and the Special Operations Bureau. The remaining annual community policing strategies are forthcoming.

To evaluate whether the goals and objectives submitted in the strategic plans have been achieved. On a monthly basis, captains are required to submit a captain's monthly report through the chain of command through memo format. Moving forward, a component of that summary will include community policing data to measure the community policing objectives of each assignment. These memos will be uploaded to the Teams shared folder and the Commander of CED will conduct quarterly audits and reviews to ensure that each Bureau, Unit, Detail and District Station are meeting their goals that were outlined in their annual plan. The Department recognizes that there is a learning curve and will continue to conduct audits and reviews of this process making necessary additions and adjustments. As the Department progresses, the Department anticipates seeing improvements to the submissions of the annual plans as well as improvements to the auditing process.

During the prescreen meeting HH expressed SFPD should do a quality control check after expressing concerns regarding the Strategic Plan submitted by one of the District Stations. HH expressed concerns that their strategy implied that they were cancelling most community policing efforts due to COVID-19 restrictions. Upon further review of the plans, it appears that part of the reference key was cut off at the bottom of the page on the Community Policing Plan submitted by that district station. The reference key indicated that events with one asterisk were cancelled due to COVID and events with two asterisks are being held via ZOOM until further notice, which was cut off at the bottom of the pages. For quality control, each Community Policing Strategic Plan was submitted to CED and reviewed by the Commander of CED for approval.

4) Review or audit process to evaluate unit community policing efforts.

Review or audit process to evaluate unit community policing efforts has been codified into policy in Community Policing DGO 1.08 Section .05 Accountability.

(See Attachment #5)- DGO 1.08 Accountability Section - This draft was accepted by the Department through internal concurrence, approved by the Police Commission on October 7, 2020, has completed the meet and confer process and is set for final adoption by the Police Commission on February 10, 2021.

(Italics indicates language from DGO 1.08)



Collaborative Reform Completion Memorandum

Annual Community Policing Plans

- A. *By November 1st of each year, Commanding officers of every Bureau, District Station, Unit and Detail shall issue an Annual Community Policing Strategic Plan. This plan outlines how their command will continue to build relationships with local city agencies, community groups, nonprofit organizations, and members of the public for the upcoming year effective on January 1st of the following year. Plans should be developed in line with the Department's overall Community Policing Strategic Plan and should reflect input from the community the command serves. The plans will be submitted through the chain of command to the Community Engagement Division. Once approved, plans will be posted on the Department's website by January 1st.*

The Commander of CED is responsible for the expansion of community policing programs throughout the entire agency by ensuring each unit has a written strategic plan embracing community policing and measurable goals and progress, regardless of the unit's specialty. The Community Policing Review Committees and the Internal Community Policing Discussions are the processes the Department has put in place to review audit and evaluate unit community policing efforts.

B. Internal Community Policing Discussions

The Commander of the Community Engagement Division will facilitate a discussion with the District Station Captains assigned to the Field Operations Bureau regarding community policing efforts in the monthly Field Operations Bureau meeting in order to coordinate and align efforts, messaging, and problem-solving.

The Department has incorporated review of community policing through the Commander of CED facilitating routine discussion among supervisors and managers during the Captain's monthly meetings. During these meetings, the Deputy Chief of FOB, Commanders and Captains discuss cross organizational goals, community policing plans and outcomes, as an ongoing review for effectiveness and organizational impact.

Department has a written community policing strategic plan and department policies that outline the department's community policing vision, values, goals and objectives. To start the implementation process, The Commander of CED provided training on Community Policing Annual Plans to the district Captains during the December Captain's monthly meeting. During the meeting, the Commander of CED went over department policies that were issued (or in the process of being issued) regarding how to create Annual Community Policing Strategies. This training included; the purpose of community policing strategies, giving examples of what community policing strategies should look like, how to formulate strategies, and tailoring strategies to meet the needs of the district or unit.

(See Attachment #6)- Meeting Notes/ Power point presentation on Annual Community Policing Plans



Collaborative Reform Completion Memorandum

Each December, the Commander of the Community Engagement Division (CED) shall meet with the Deputy Chief and Commanders of the Field Operations Bureau (FOB) to present a review of the past year's community policing strategies, engagements, and outcomes. The presentation shall include a summary of community feedback regarding these topics.

At the end of each year the Commander of CED will utilize the data obtained from the community policing annual plans to present an annual review to the Deputy Chief and Commanders for ongoing audit and review to evaluate unit community policing efforts.