

## Recommendation 38.2

TK

Tanya Koshy [REDACTED]  
Mon 5/10/2021 1:48 PM

To:

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

+8 others

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Dear Acting Captain Altorfer:

Our office has completed its review of the materials related to Recommendation 38.2 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 38.2: SFPD leadership should take an active and direct role in community engagement at the neighborhood level.

Response to Recommendation 38.2:

SFPD has developed policies and practices that demonstrate that leadership, and specifically command staff, take an active and direct role in community engagement at the neighborhood level. One example is the revised community policing policy (Department General Order (DGO) 1.08), which requires Commanding officers for every Bureau, District Station, Unit, and Detail to issue an annual Community Policing Strategic Plans, detailing their community policing efforts for that upcoming year. A Community Policing Strategic Plan must reflect input from the community that the particular command serves. Every Community Policing Strategic Plan is submitted up the chain of command to the Community Engagement Division for approval. In February of this year, the Police Commission approved DGO 1.08 and the Chief issued a Department Notice providing further details about the required components of the Community Policing Strategic Plans. SFPD appears to have already started the process of issuing Community Policing Strategic Plans prior to the codification of the policy and has provided an example of a strategic plan prepared by the Commander of the Special Operations Bureau. Given the recency of this policy and procedure, the implementation of this recommendation requires ongoing monitoring, specifically to ensure consistency of the strategic plans, the ongoing reliance of the plans to drive community policing at each Bureau, District Station, Unit, and Detail, and leadership's involvement in preparing the plans.

Another example is that SFPD restructured its Command in 2017 to place the Community Engagement Division (CED) under the Field Operations Bureau (FOB). A Commander oversees

the CED and supports the efforts of all stations, bureaus, and assignments to promote community oriented policing. The CED Commander does this in collaboration with the Commanders of the various Department bureaus (FOB, Special Operations, Investigations, etc.). The CED must also host community events and programs to build community trust and must also work with the Media Relations Unit to provide information to the community. SFPD also provided examples of how leadership engages in community policing at the neighborhood level. For example, the Chief and the CED Commander participated in merchant walks in various neighborhoods and attended Asian Pacific Islander Forums over the past year. A Deputy Chief prepared written responses to questions from community members who attended another Asian Pacific Islander Forum. As another example, the Director of the Crime Strategies Division (a non-sworn member of the Command Staff) worked with the Captains of the CED and the Bayview District Station as well as other stakeholders to develop a Violence Prevention Campaign aimed at, among other goals, improving responses to street violence and identifying supportive services to those affected by a critical violent incident or homicide. The Campaign will do a pilot project in the Bayview district and then replicated throughout the city. 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.

Tanya

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## Collaborative Reform Completion Memorandum

**Finding # 38:** There is a strong perception among community members that the SFPD is not committed to principles of procedural justice.

**Recommendation # 38.2** SFPD leadership should take an active and direct role in community engagement at the neighborhood level.

**Response Date: 02/10/21**

### Executive Summary

As a commitment to procedural justice and to ensure that SFPD command takes an active, direct and continued community engagement role, the Department restructured Command and reassigned the Community Engagement Division to the Field Operation Bureau (FOB). This was the first step the Department took in order to create an overall structure driven by the Department's senior leaders and district captains to manage the Department's approach to community policing. The Community Engagement Division is currently under the senior leadership of the Deputy Chief of the Field Operations Bureau (FOB) with a Commander who oversees its operations and a Captain that Commands the Division.

The Commander of the Community Engagement Division is responsible for promoting and auditing Community Oriented Policing and Problem Solving concepts and efforts throughout the entire Department, which includes ensuring active and continual engagement by SFPD Command. The Commander ensures that the Community Engagement Division (CED) provides an overall Department structure and framework to enhance community relationships in a manner that demonstrates procedural justice. The Commander of CED works collectively with the Commanders of FOB (Golden Gate and Metro), and the FOB District Captains, to support the effort of Command Staff to take an active, direct and continued community engagement role through positive and respectful interactions that support the principles of procedural justice (Voice, Neutrality, Respectful Treatment and Trustworthiness).

Between Fall 2017 and Spring 2018, the Commander of CED took an active and direct role to engage the community at the neighborhood level by convening a working group to develop the Department's Community Policing Strategic Plan. Command wanted to make sure that the community had a voice in the development of this plan and that the plan was reflective of the community, embodied 21<sup>st</sup> 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



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Francisco, and the goals, objectives, and metrics to implement that vision. The ESGW 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.

Once the Department had a clear vision for what community policing should look like for the city of San Francisco, the Department then codified it with policy. Utilizing members of the working group that help develop the Community Policing Strategic Plan, the Commander of CED convened a working group to develop Community Policing Department General Order (DGO) 1.08. Between March of 2019 and June of 2019 this working group focused on rewriting DGO 1.08 (Community Policing) to reflect the Vision, Values, Goals, and Objectives of the Community Policing Strategic Plan.

During the development of the Community Policing Strategic Plan and DGO 1.08, the Command Staff recognized that in order to effectively engage the community at the neighborhood level, it was imperative to administer training. The training focused on procedural justice, police legitimacy and implicit bias in order to ensure that Command, Officers and Department members are effectively engaging and policing the San Francisco community in a manner that demonstrates procedural justice.

### **Prescreen Notes:**

**This recommendation was prescreened by HH/CalDOJ on 12/10/20.**

Hillard Heintze explained that the recommendation was looking for all command staff to do community engagement and was concerned that the package was too reliant on the community engagement of the Commander of the Community Engagement Division as opposed to all command staff. SFPD explained that under DGO 1.08 the command staff will be directly involved in the community engagement process and that command staff are directly involved in the annual community policing plans under each department Bureau. Hillard Heintze agreed that this type of engagement spoke to the recommendation's intent and suggested that if there are also additional instances of command staff meeting with the community to address community concerns those examples might be helpful to include.

To address Hillard Heintze's concern regarding leadership community policing plan of engagement at the neighborhood level. Commander Fong explained that a Department Notice has been drafted and is currently being reviewed by written directives for issuance. **(See Attachment 1)** – Department Notice 21-019 "Annual Community Policing Strategy."

The Department Notice states the following:



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*DGO 1.08 Section 1.08.05 "Annual Community Policing Plans" establishes policy and procedures to ensure community policing is systematically occurring throughout the entire Department. As outlined below, each Bureau, District Station, Unit and Detail is responsible for drafting and issuing an Annual Community Policing Strategic Plan. 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.*

*By November 1<sup>st</sup> 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 1<sup>st</sup> 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 1<sup>st</sup>.*

Under this policy, each Commanding Officer of every Bureau, District Station, Unit and Detail, shall have an annual community policing strategy. Ensuring Senior Leaders and Command Staff are directly involved in the annual community policing plans under each Bureau, District Station, Unit and Detail. Demonstrating an active, direct and continued community engagement role at the neighborhood level.

Hillard Heintze agreed that this type of engagement spoke to the recommendation's intent, and suggested that if there are also additional instances of command staff meeting with the community to address community concerns those examples might be helpful to include. To address other examples of leadership taking an active, direct and continual community engagement role, the following examples have been provided:

**Attachment 7:** Command Staff worked in collaboration with: San Francisco Department of Public Health, Archdiocese of San Francisco, San Francisco Street Violence Intervention Program, University of California, San Francisco Housing Authority, and Department of Police Accountability, to develop the SFPD Violence Prevention Plan. This plan was designed so that Command Staff and the Department as a whole engages the community at the neighborhood level. The plan encompassed a commitment to procedural justice, through the Street Violence Response Team (SVRT). The Vision of SVRT, is "Protecting Communities through Services Coordination & Partnerships."

The Command Staff utilizes the Chief's Community Police Advisory Forums to directly engage community members at the neighborhood level, to hear their concerns and to address issues.



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**Attachment 9:** Members of the Asian and Pacific Islander Forum expressed concerns regarding prosecution of Hate Crimes within the Asian Community. Captain Yep, added as and an agenda item to invite the Deputy Chief of Investigations to speak regarding this issue and to hear the concerns of the API community.

**Attachment 10:** The Chief of Police, Command Staff, and District Captains participated in the merchant's walk with the purpose of engaging directly with the business owners and to hear and address their concern. Meeting discussion also include discussion around deployment strategies of the foot beat officers and use of force and officer involved shootings in relations to how disproportionately African American people are impacted. This walk was coordinated through the Small Business Chief's Advisory Forum.

**Attachment 11:** During Town Hall meetings, Command Staff and Senior Leaders engage the community by providing Body Worn Camera (BWC) videos, basic facts of the case and explanations of the investigative process. Leadership participate in open dialogue with the community, while also listening to the concerns of the community.

**Attachment 12:** Meeting Notes from Violence Prevention Campaign hosted on Microsoft Teams. This meeting included the Director of Crime Strategies Division (Non Sworn Member of the Command Staff), Captain of Bayview Station, Captain of CED, representative from The Street Violence Intervention Program (SVIP), and community stakeholders. The goal of this campaign is to formulate a strategy for 2021 that involves working in collaboration with community base organizations and city agencies on community policing strategies that include active, direct, and continual engagement at the neighborhood level, for "Vison Zero for Homicides in 2021".

**Attachment 14:** The Community Survey web page. Which now provides Command Staff and Senior Leadership feedback from the community in order to formulate community policing strategies that address the needs of the community.

### **Current surveys include:**

- Foot Beat/Bike Patrol survey to gather valuable community feedback on the effectiveness of the Foot Beat/Bicycle Patrol, as it relates to community policing and crime strategies.
- Implicit Bias survey to measure progress in the Department's commitment to impartial policing and procedural justice.
- The Department has developed a Community Events survey to survey community members after they have recently attended or participated in an event or program hosted by the Department (such as Coffee with a Cop, National Night Out, ALERT



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program, Youth Summer program, Community Academy or Town Hall Meeting), to obtain community feedback from the events attended.

Additional Examples of Senior Leadership and Command Staff engagement at the neighborhood level includes:

Command Staff at "Self Help for the Elderly" Members of the command staff provided Thanksgiving meals to Chinatown community members to help celebrate Thanksgiving.





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The Chief of Police and other members of Command Staff during the Japantown Merchant's walk.







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Chief of Police and other members of Command Staff during Merchant's Walk Western Addition (Divisadero Street corridor)





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Commander and Sergeant speaking on local television station to update community on Public Safety Tips for the Asian Community.



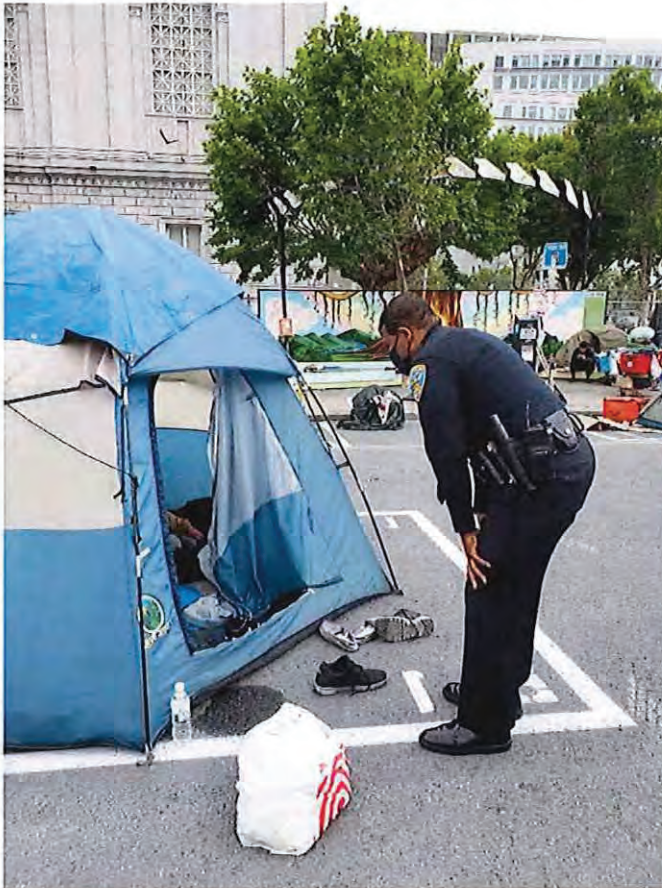
Chief of Police Speaking on 106KMEL (local radio station) on reform, equal rights and embracing change.





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Chief of Police out in the community, meeting with community members of the unhoused community to discuss progress and future needs.



Commander out with officers from Mission Station assisting with distribution of grocery items to those in need during the pandemic.





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Members of Command Staff celebrating Black History Month at the Fillmore Heritage Center and honoring members in the community for their service to the community.



As a commitment to procedural justice, senior leadership and Command Staff take an active, direct and continued community engagement role in order to form relationships with the diverse San Francisco communities. Command Staff understands the importance of making themselves accessible and approachable with those in the communities they serve. Understanding that building strong relationships build trust and goodwill are a prerequisite for effective-problem-solving. Command Staff puts the effort to engage the community in good times, recognizing that putting the effort into engagement in daily work has far-reaching positive outcomes.



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### Compliance Measures:

- 1) **Policy and Practice demonstrating SFPD command take an active, direct, and continued community engagement role.**

#### **Policy:**

As a commitment to procedural justice and to ensure that SFPD command takes an active, direct and continued community engagement role, the Department restructured its Command and reassigned the Community Engagement Division to the Field Operation Bureau (FOB). This was the first step the Department took in order to create an overall structure driven by the Department's senior leaders and district captains to manage the Department's approach to community policing.

**(See Attachment 2)** DB-19-173 Organization of SFPD Command Staff

Community Policing Strategic Plan outlines the Department's Vision, Values Goals and Objectives, which serves as a guide for SFPD command, while taking an active, direct, and continued community engagement role.

**(See Attachment 3)**- DB-19-166 Community Policing Strategic Plan

Once the Department developed a clear vision for what community policing should look like for the city of San Francisco, the Department then codified it in policy with the revision of DGO 1.08 (Community Policing).

Section 1.08.04 C States the following:

#### **The Role of the Community Engagement Division (CED)**

*The Commander of the Community Engagement Division is responsible for promoting and auditing Community Oriented Policing and Problem Solving concepts and efforts throughout the entire Department. The Commander will ensure that the Community Engagement Division (CED) provides an overall Department structure and framework to enhance community relationships in our City. The Commander of CED will work collectively with the Commanders of FOB (Golden Gate and Metro), Airport Bureau, Administration Bureau, Special Operations Bureau and, Investigations Bureau, to support the effort of all stations, bureaus and assignments in the Department by promoting community oriented policing and problem solving policies, procedures and practices. CED will be staffed within the Field Operations Bureau and is required to provide the necessary structure and support so that the entire Department may accomplish community oriented policing and problem solving goals.*

**(See Attachment 4)** DGO 1.08 Section 04 subsection C

The Commander of the Community Engagement Division is responsible for promoting and auditing Community Oriented Policing and Problem Solving concepts and efforts throughout



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the entire Department, which includes ensuring active and continual engagement by SFPD Command. The Commander ensures that the Community Engagement Division (CED) provides an overall Department structure and framework to enhance community relationships in a manner that demonstrates procedural justice.

It is also the policy of the Department to administer training focused on procedural justice, police legitimacy, and implicit bias in order to ensure that Command, Officers and Department members are effectively engaging and policing the San Francisco community in a manner that demonstrates procedural justice. **(See Attachment 5)** This includes mandatory training for all SFPD Supervisors and Managers, "Managing Implicit Bias: Creating Awareness and Building Inclusion". **(See Attachment 6).**

### **Practice:**

Under Goal 3: "Problem Solving", Command Staff looked at ways to meet this goal to increase safety through collaborative working partnerships between SFPD community members, and organizations to identify and address local topics of concerns. Through Objective 3.2: Collaboratively identify and develop responses to local issues and concerns with individuals, community-based organizations, and city services. Command Staff worked in collaboration with: San Francisco Department of Public Health, Archdiocese of San Francisco, San Francisco Street Violence Intervention Program, University of California, San Francisco Housing Authority, and Department of Police Accountability, to develop the SFPD Violence Prevention Plan. **(See Attachment 7)**

This plan was designed so that Command Staff and the Department as a whole engages the community at the neighborhood level. The plan encompassed a commitment to procedural justice, through the Street Violence Response Team (SVRT). The Vision of SVRT, is "Protecting Communities through Services Coordination & Partnerships."

With the following Goals:

- To plan an effective street violence response for any neighborhood impacted by a critical violent incident and/or homicide(s) and identify leads to offer supportive services to those affected.
- To effectively coordinate and confirm supportive services to individuals identified at the SVRT meetings that have been impacted by critical violent incidents and/or homicide.
- To effectively analyze crime trends and coordinate law enforcement deployment and response to citywide crime and violence.

Under Goal 4 "Relationship Building" the Command Staff looked at ways to meet strong, trusting, and respectful relationships between SFPD and all facets of San Francisco community. Through Objective 4.2, the Command Staff developed a new Community Liaison Unit within CED called the Community Mobilized Team (CMT) because the Department places



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high importance on providing bias free, dignified equal treatment and access to resources to all community members. The team is under the direct supervision of the Commander of CED. This gives the Commander of CED an active and direct role in community engagement at the neighborhood level. **(See Attachment 8)**

The Purpose of CMT is to serve as a liaison to the diverse communities in San Francisco. The SFPD CED-Community Mobilization Team is comprised of a team (four officers, 1 sergeant) of dedicated officers that focuses on providing support and meeting the public safety needs of the Community. CMT is comprised of Special Liaison Officers (SLOs) who support Community Liaison Officers at each of the ten district stations. The primary focus of CMT is to gain the trust of the community, improve reporting of crime in LEP (Limited English Proficiency) communities, support victims and families during the investigative process, and seek out information through working with the community to assist in the closure of Hate Crimes and Prejudice Based Incidents. CMT collaborates with the community in coordinating violence prevention outreach campaigns in an attempt to enhance police relations and prevent victimization. CMT works hand in hand with Mayor Breed's Violence Prevention Council, Street Violence Reduction Team, and other identified community crime prevention programs on strategies in mitigating crime impacting diverse and marginalized communities.

Under Goal 1: Communication the Command Staff utilized the Chief's Community Police Advisory Forums as an avenue to solicit conversation, input, and collaboration from historically underrepresented groups. The Command staff recognizes that marginalized populations have lost their trust in SFPD. Specific outreach to these groups, coupled with active listening and expressed investment in repairing relationships will not only help to restore this trust but also improve community opinion about the Department.

### **Example #1 Asian and Pacific Island (API) Chief's Community Police Advisory Forum**

During the meeting for the API forum, a community member shared that people in the Asian communities don't believe that the District Attorney's Office will prosecute cases or will give light sentences for crimes committed against Asians. At the following meeting, Captain Yep invited guest from the District Attorney's Office to discuss Asian Hate Crimes and how they are prosecuted. **(See Attachment 9)**- Meeting Notes from API forum

### **Example #2 Small Business Chief's Community Advisory Forum**

The Chief of Police, members of the Command Staff, and District Captains met with the Small Business Forum to directly engage the community at the neighborhood level in order identify and address community concerns. This included: a merchant's walk that was organized by the Small Business Forum. The Chief of Police, Command Staff, and District Captains participated in the merchant's walk with the purpose of engaging directly with the business owners and to hear and address their concern. Meeting discussion also include discussion around deployment strategies of the foot beat officers and use of force and officer involved shootings



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in relations to how disproportionately African American people are impacted.

**(See Attachment 10)**-Meeting Notes from Small Business Forum

As a commitment to procedural justice, the Command Staff takes an active and direct role with engaging the community with the convening of Town Hall Meetings. Using an officer involved shooting subject for a town hall meeting discussion, it is to occur within ten days of the incident. Members from the Investigative Services Detail, District Station of Occurrence, and the Community Engagement Division coordinate their efforts for the convening of a Town Hall Meeting. During these Town Hall meetings, Command Staff and Senior Leaders engage the community by providing Body Worn Camera (BWC) videos, basic facts of the case and explanations of the investigative process. Leadership participate in open dialogue with the community, while also listen to the concerns of the community. The Community Engagement Division serves as a liaison between the Department and the family of the deceased or injured subject. The Commander and Captain of CED contacts the family as soon as practical after the incident. The Commander of CED ensures that the family remains aware of the status of the investigation and are provided with any necessary resources. **(See Attachment 11)**-Unit order for Convening of Town Hall Meetings

Utilizing Objective 3.2 "Collaboratively identify and develop to local issues and concerns with individuals, community-based organizations, and city services", the Director of the SFPD Crime Strategies Division is currently working on a Violence Prevention Campaign as part of the Community Policing Strategy for 2021. The goal of this campaign is to work in collaboration with community base organizations and city agencies on community policing strategies that include active, direct, and continual engagement at the neighborhood level, focused on "Vison Zero for Homicides in 2021". Data shows that San Francisco's Bayview District has the highest volume of gun violence, so the campaign may initially be piloted within the Bayview District and then funneled out throughout the entire city. **(See Attachment 12)** – Meeting Notes from Violence Prevention Campaign hosted on Microsoft Teams. This meeting included the Director of Crime Strategies Division, Captain of Bayview Station, Captain of CED, representative from The Street Violence Intervention Program (SVIP), and community stakeholders.

### **2) Evidence of SFPD command engagement at the neighborhood level through ongoing review/improvement loop. Ensure that community is involved in the assessment process.**

The Commander of the Community Engagement Division is responsible for promoting and auditing community oriented policing and problem solving concepts and efforts throughout the entire Department. CED ensures active and continual engagement by SFPD Command. The Commander of CED ensures that the Community Engagement Division (CED) provides an overall Department structure and framework to enhance community relationships in a manner





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that demonstrates procedural justice. The Commander of CED works collectively with the Commanders of FOB (Golden Gate and Metro), and the FOB District Captains, to support the effort of command staff to take an active, direct and continued community engagement role through positive and respectful interactions that support the principles of procedural justice (Voice, Neutrality, Respectful Treatment and Trustworthiness).

To show evidence of a review/improvement loop, the Commander of the CED facilitates discussion with the District Station Captains assigned to the Field Operations Bureau regarding community policing efforts at the monthly Field Operations Bureau meeting. During the meeting the Commander of CED coordinates and aligns efforts, in regards to messaging, and problem-solving efforts.

**(See Attachment 13)-** Captains Monthly Meetings

The Community Survey Webpage was launched September 16, 2020. This provides the community a platform to provide feedback regarding the Department's community policing efforts. The surveys provide feedback regarding the subject of Command and Leadership taking an active, direct and continual engagement role at the neighborhood level. The Community Survey webpage currently has active surveys where the community can give Command Staff feedback on Community Engagement Events, which include the Captain's monthly community meetings. The feedback comments and surveys are a mechanism of feedback to make future events more engaging and purposeful. A survey titled "The Foot and Bike Patrol Survey" has been recently posted to give Command Staff community feedback to assist with crime strategies/staffing redeployment. The survey recently posted titled "The Implicit Bias survey" will also give Command Staff feedback to measure fair and impartial treatment in order to improve the Department's interactions with the community. The community feedback from the survey webpage will be discussed during the Captain's monthly meeting in late December 2020. The survey is also a part of the assessment process for planning engagement events, assist with crime strategies, and improve interactions with the community for ongoing review/improvement loop. **(See Attachment 14)-**Screen shots of Community Survey Page

### Community Surveys

<https://www.sanfranciscopolice.org/surveys>



### Community Surveys | San Francisco Police Department

Anonymous Tip Line. 1-415-575-4444. For information regarding on-going criminal behavior occurring in your community. Learn more > Text a Tip. Enter TIP411 (847411)



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in the "To" field and the keyword "SFPD" in the text field, followed by the message. [Learn more >](#)

[www.sanfranciscopolice.org](http://www.sanfranciscopolice.org)

### **Attachment List:**

- Attachment 1: Department Notice 21-019 Annual Community Policing Strategy
- Attachment 2: DB-19-173 Organization of SFPD Command Staff
- Attachment 3: DB-19-166 Community Policing Strategic Plan
- Attachment 4: DGO 1.08 Section 04 subsection
- Attachment 5: Procedural Justice/Implicit Bias Training
- Attachment 6: Mandatory Training for Supervisors
- Attachment 7: SFPD Violence Prevention Plan
- Attachment 8: Community Mobilized Team (CMT)
- Attachment 9: Meeting Notes from API forum
- Attachment 10: Meeting Notes from Small Business Forum
- Attachment 11: Unit order for Convening of Town Hall Meetings
- Attachment 12: Meeting Notes from Violence Prevention Campaign
- Attachment 13: Captains Monthly Meetings
- Attachment 14: Screen shots of Community Survey Page



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**Finding # 38:** There is a strong perception among community members that the SFPD is not committed to principles of procedural justice.

**Recommendation: #38.2:** SFPD leadership should take an active and direct role in community engagement at the neighborhood level.

**Response Date: 04/21/21**

### ADDENDUM:

While reviewing the submitted package for Community Policing Recommendation 38.1 for substantial compliance, the California Department of Justice (CalDOJ) requested additional examples of command staff/upper leadership involvement in community engagement at the neighborhood level.

CalDOJ requested additional follow up information to address the following concerns that were discussed during the prescreen meeting on 12/10/20.

*Cal DOJ had follow-up questions about the Recommendation 38.2 package submitted for review. In our prior prescreening meeting, Hillard Heintze provided feedback that "the package was too reliant on the community engagement of the Commander of the Community Engagement Division as opposed to all command staff." SFPD had explained in that prior meeting that DGO 1.08 directs command staff to prepare annual community policing plans for each bureau, district station, unit, etc. On yesterday's call, Cal DOJ asked for any documentation of SFPD command staff and other upper leadership's involvement in these annual community-policing strategic-policing plans. SFPD stated that, since submitting this recommendation package for review, there have been two strategic plans prepared in which upper leadership has been involved. SFPD will supplement this recommendation package with those plans and add an addendum to the Form 2001 explaining this.*

### **Response:**

In 2019 the department announced its Community Policing Strategic Plan that defines the Department's Community Policing Vision, Values, Goals, Objectives and implementation and metrics. Part of Implementing this plan, required the revision of Community Policing Department General Order 1.08 (DGO 1.08). DGO 1.08 was revised to embody the Department's Vision, Values, Goals and Objectives for community policing, which is rooted in 21<sup>st</sup> Century Policing Concepts and the tenants of Procedural Justice. Included in DGO 1.08 is the Accountability Section and under this there is a section that requires every Bureau, District Station Unit and Detail to issue a written Annual Community Policing Strategic Plan. The



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purpose of the annual plans are to ensure that community policing is systematically occurring throughout the entire department. The Deputy Chiefs (Upper leadership) of each Bureau (i.e., Special Operations Bureau (SOB), Investigations Bureau, etc.) are responsible for the production of Community Policing Annual Plans for their perspective assignments.

**(See Attachment #15)** Annual Community Policing Strategic Plans for: Investigations Bureau and SOB.

*Cal DOJ also asked for documentation showing that, as stated in the Form 2001, "Command Staff worked in collaboration with: San Francisco Department of Public Health, Archdiocese of San Francisco, San Francisco Street Violence Intervention Program, University of California, San Francisco Housing Authority, and Department of Police Accountability, to develop the SFPD Violence Prevention Plan." SFPD explained that a former Director, a non-sworn member of SFPD, was involved in development of the Violence Prevention Plan. SFPD will add an addendum to the Form 2001 explaining the Director's involvement and also explain, for the public, that the non-sworn Director is a member of SFPD leadership and has the equivalent rank of whichever sworn position.*

### **Response:**

For the purpose of this recommendation, the term "upper leadership" refers to Command Staff level. The Command Staff consists of the Chief of Police, Assistant Chiefs, Deputy Chiefs, Executive Directors, Commanders, and Directors. The Executive Directors and Directors are non-sworn member of the Command Staff, the Executive Director's rank is the equivalent to the rank of a Deputy Chief and the Director's rank is the equivalent to the rank of a Commander. The Executive Directors and Directors ranks are responsible for managing some of the following assignments: The Strategic Management Bureau, Media Relations Unit, Technology Division, and Crime Strategies Division.

The Director of the Crime Strategies Division who holds the upper leadership rank of Commander was part of the development of the Violence Prevention Plan. The Director of the Crime Strategies Division worked in collaboration with the Department of Public Health, the Archdiocese of San Francisco, San Francisco Housing Authority, San Francisco Street Violence Intervention Program, University of San Francisco, San Francisco Unified School District and Department of Police Accountability, to develop SVRT.

The Goals The Violence Prevention Plan are:

- To effectively coordinate and confirm supportive services to individuals identified at the SVRT meetings, that have been impacted by critical violent incidents and/or homicide/s.
- To plan an effective street violence response for any neighborhood impacted by a critical violent incident and/or homicide(s) and identify leads to offer supportive services to those affected.
- To effectively analyze crime trends and coordinate law enforcement development and response to citywide crime violence.



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**(Refer to Attachment #7)** Street Violence Prevention Plan

*Finally, the package included minutes from an API Chief's Advisory Forum meeting. The minutes noted that Captain Yick stated in the meeting that he would invite the DC of Investigations to come to a meeting. Cal DOJ asked for follow up on Captain Yick's invitation. SFPD stated that things have unfolded differently in light of recent harassment and assaults of API community members and that the Chief and other members of SFPD leadership have addressed these issues at various neighborhood events. SFPD will supplement the package with information on leadership's involvement to address API community members' concerns.*

### **Response:**

In the API meeting notes dated September 8, 2020, it state: *Captain Yep will invite Deputy Chief Lazar or a representative as Hate Crime falls within this Bureau. Diana Lau and Marline Tran draft questions for meeting with DC Lazar.*

DC Lazar was unable to attend the next scheduled meeting but did provide a response to the question drafted by Lau and Tran. DC Lazar instructed Sgt. Kin Lau Lee from the Crime Analyst Unit (which is under the Command of the Deputy Chief of Investigations) to lead the topic of discussion and provide DC Lazar's recommendation to address the concerns of the API community as it relates to the increase in violence and hate crimes.

**(Refer to Attachment #9)** API Meeting Notes Dated October 8, 2020.

Also, During the July 21, 2020 meeting Captain Yep informed the API forum that he would ask Chief Scott to attend the next zoom meeting and instructed forum members to email their top crime issues to him for Chief Scott to address. Chief Scott attended the August 11, 2020 zoom meeting and addressed the API forum members concerns. **(Refer to Attachment #9)** Meeting Notes dated July 21,2020 and August 11,2020.

In addition, the Command Staff participated in:

- Self Help for the Elderly, where they assisted with providing Thanksgiving meals to the Chinatown community **(See page 5 of Form 2001)**
- Chief of Police and other members of the Command Staff conducted Merchant walks in Japantown to show support to the API community and to address concerns. **(See page 6 of Form 2001)**
- The Commander and Sergeant spoke on a local television station to provide Safety Tips to the API community. **(See page 8 of Form 2001)**

As a commitment to procedural justice in April of 2021, Chief Scott along with the Command Staff worked in partnership with SF SAFE to host community zoom meeting regarding SFPD's Planned Response for the George Floyd Murder Trial Outcome. As the Department continues



## Collaborative Reform Completion Memorandum

working toward our community policing goals, the Chief wanted to ensure that the Department maintained compassionate and empathetic communication and dialogue with the community. The zoom meetings provided community members with the department's compassionate response strategy in anticipation of public demonstrations regarding the Chauvin trial outcome. The Mission of this meeting was to encourage dialogue instead of defensiveness, solidarity instead of division and thoughtfulness instead of reaction. Emphasizing to the community that the members of SFPD will do our part and work with the members of our diverse communities to address systematic and structural racism. **(See attachment #16)** Email invite for Chief's Community Zoom Meetings.

Additional explanations in response to the prescreen notes from 12/10/20 are included in this addendum along with additional supporting documents. Additional API Meeting Notes have been added to Attachment #9, Community Policing Annual Plans have been added as Attachment #15 and Email invite for Chief's Community Zoom Meeting has been added as Attachment #16. The Addendum, and additional attachments will be incorporated into the case file in PowerDMS.

 #151  
ACT CAPT. ERIC J. ALTORFER #151

Professional Standards & Principled Policing  
Acting Captain Eric J. Altorfer