

## Recommendation 39.2

GM

Gabriel Martinez [REDACTED]

Mon 7/26/2021 2:49 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 39.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD leadership being actively involved in developing the community policing strategic plan and leading the initiative. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 39.2: SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.

Response to 39.2: 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 was led by an SFPD commander and comprised city agencies, nonprofits, and members of the public. The Working Group 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. The SFPD commander facilitated the process, soliciting feedback from command staff, outside agencies, and the Police Commission.

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. Unit Order 20-04, "Annual Community Policing Strategic Plans," (September 25, 2020) established a standardized format for District Captains completing their required annual Community Policing Strategy. On February 10, 2021, SFPD incorporated the Strategic Plan in its revised Department General Order 1.08, "Community Policing." General Order 1.08 includes (1) annual meetings of command staff to review community policing strategies, engagements, and outcomes, (2) the selection of district captains to serve as peer-to-peer trainers, and (3) the creation of a Community Policing and Problem Solving Implementation Committee as well as an Oversight Committee. The committees include the Deputy Chief of Field Operations, Commanders of the Field Operation Bureau and Community Engagement Divisions, and district station captains, among others.

Additionally, to support the goals and objectives of the Community Policing Strategic Plan, the Commander of the Community Engagement Division worked with the Media Relations Unit to develop a community policing video-messaging strategy. The strategy included having SFPD leadership create short video messages emphasizing and illustrating community policing, procedural justice, and relationship building concepts centered around the five community policing goals. The videos which are now published online (see Department Notice 21-010, "Community Policing Strategic Plan Videos," January 13, 2021). SFPD has posted the videos to its webpage, Facebook, Twitter, and Next Door to make the videos widely available (for example, see the Relationship Building, Education, and Problem Solving videos at

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.

<b>Finding # 39</b>	<b>The SFPD does not have a department-wide strategic plan that articulates a mission and identifies the goals and objectives necessary to deliver overall policing services.</b>
<b>Recommendation # 39.2</b>	<b>SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.</b>

<b>Recommendation Status</b>	<b>Complete</b>	<b>Partially Complete</b>	<b>In Progress</b>
	<b>Not Started</b>	<b>No Assessment</b>	

**Summary**

As for compliance measure one: the SFPD identifies the ongoing and early work in establishing a Community Engagement Division (CED) under the direction of then-Commander Lazar. Chief Scott established this division and identified it was responsible for establishing and maintaining trust and partnerships in the city. The CED worked over a period of years in establishing the community policing strategic plan and in building partnerships with the executive working group and with the communities in San Francisco. The review team has observed the planning process and noted its inclusivity.

As for compliance measure two: the commander of CED is strongly engaged as is the Chief in building a community policing ethos. The commander of CED is the primary vehicle for establishing mentorship and leadership. It is encouraging to see the deputy chief of the Field Operations Bureau tasked with duties that include peer to peer captains mentoring and DGO 1.08 establishes an external review committee for input on the SFPD's engagement with community. Ideally, as the foundation for community policing grows stronger, so will leadership participation across the department in ways that are both reported to the community and measured.

Compliance Measures		Status/Measure Met
1	Evidence that leadership is actively involved in developing a community based strategic plan.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Evidence of how leadership is leading the initiative and providing mentorship to the community and department members.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

**Administrative Issues**

**Compliance Issues**

<b>Finding # 39</b>	<b>The SFPD does not have a department-wide strategic plan that articulates a mission and identifies the goals and objectives necessary to deliver overall policing services.</b>
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**Administrative Issues**

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## **Collaborative Reform Completion Memorandum**

**Finding # 39:** The SFPD does not have a department-wide strategic plan that articulates a mission and identifies the goals and objectives necessary to deliver overall policing services.

**Recommendation # 39.2** SFPD leadership should lead, mentor, and champion a community-based strategic planning initiative.

**Response Date: 11/24/20**

Chief Scott created the Community Engagement Division (CED) in June of 2017, appointing then Commander Lazar to lead a Division entirely dedicated to “to establish and maintain trust and build partnerships with the residents, merchants and visitors in our city” and “provide an overall Department structure and framework to enhance Community Engagement in our communities.”

Beginning in the fall of 2017 and thru spring 2018, the San Francisco Police Department's CED, led by then Commander David Lazar, spearheaded the department's development of a Community Policing Strategic Plan (CPSP). This community based strategic plan pulled in hundreds of organizations and groups from across the city, with outreach to over 500 representatives.

This diverse working group, led by Commander Lazar and with the technical Assistance of the San Francisco Controller's Office, met dozens of times to generate the CPSP, and the Department's revised Community Policing DGO 1.08 (to be published).

### **Executive Summary:**

#### **Compliance Measures:**

##### **1) Evidence that leadership is actively involved in developing a community based strategic plan.**

The then Executive Sponsor for the Community Policing objective of the Collaborative Reform Initiative was then Commander David Lazar. He led the acquisition of external talent from the Controller's Office to facilitate the strategic planning process and write the actual document. Throughout the process, various members of the Department from Assistant Chief to Officer (and all ranks in between) attended and provided feedback, along with members of the Police Commission and DPA, participated in scoping, research, feedback and development of the CPSP.

This evidenced by the member/stakeholder attendance list for CRI 40.1, attached. As shown, Commander Lazar attended and led all ESWG meetings on this topic, with other leadership visits to help kickoff the project, or to assist in specific planning.



## Collaborative Reform Completion Memorandum

In addition, the department's development of DGO 1.08 – Community Policing, exemplifies this process as it followed the same interactive trajectory as the development of the CPSP. A draft of DGO 1.08 was presented to the Police Commission on October 7<sup>th</sup>. Supporting documentation for 1.08 can be found here: [Police Commission - October 7, 2020 - Supporting Documents | Police Commission \(sfgov.org\)](#)

### **2) Evidence of how leadership is leading the initiative and providing mentorship to the community and department members.**

Mentorship was provided to the community throughout the Community Policing Strategic Plan (CSDP) by Commander Lazar and the facilitators from the Controller's Office. This mentorship, teaching and coaching took the form of education around what a strategic plan is, and how one is created thru a collaborative community process. The mentorship provided to the Executive Sponsor Working Group (ESWG) resulted in several deliverables.

The CPSP development plan, attached, which served as the basis for having members of the ESWG work on the CPSP.

Leadership by the department is also evidenced thru by the ESWG agenda, attached, that shows the methodical development of portions of the CPSP by members of the community over time.

The outcome of the ESWG was the successful publication and adoption of the CPSP, which has since been posted on the SFPD's Website, located here: <https://www.sanfranciscopolice.org/your-sfpd/policies/community-policing-strategic-plan>

Additionally, the work of the ESWG in development of the CPSP was rolled forward into the development of the SFPD's revised DGO 1.08 – Community Policing & Problem Solving. The DGO mandates various implementing programs and policies first discussed in the CPSP and is evidenced in this presentation to the Police Commission on DGO 1.08. This is evidenced in the attached presentation on the creation and implementation of DGO 1.08 presented and adopted by the Police Commission on 10/7/20.

DGO 1.08 will be located on the San Francisco Police Commission website for viewing upon final approval: <https://www.sanfranciscopolice.org/your-sfpd/policies/general-orders>

On 11/23/2020 the San Francisco Police Department, Hillard Heitnze, and the California Department of Justice participated in a prescreen call to discuss Recommendation 39.2

**Recommendation # 39.2** SFPD leadership should lead, mentor, and champion a community based strategic planning initiative.

Cal DOJ thought that the process of creating the community policing strategic plan was good and approved of SFPD's submission. Hillard Heitnze noted that DGO 1.08 had been



## Collaborative Reform Completion Memorandum

presented to the Police Commission but to its knowledge had not been formally adopted; however, the strategic plan itself was sufficient for substantial compliance. Hillard Heintze asked about SFPD mentorship and SFPD explained how SFPD engaged in mentorship through the processes for the strategic plan and DGO 1.08, including DC Lazar attending virtually every meeting on the strategic plan. SFPD agreed to supplement its package with that information.

### **Response:**

Language was added to Compliance Measure #1 to include "This evidenced by the member/stakeholder attendance list for CRI 40.1, attached. As shown, Commander Lazar attended and led all ESWG meetings on this topic, with other leadership visits to help kickoff the project, or to assist in specific planning".

Language was also added in Compliance Measure #2 Mentorship was provided to the community throughout the Community Policing Strategic Plan (CSDP) by Commander Lazar and the facilitators from the Controller's Office. This mentorship, teaching and coaching took the form of education around what a strategic plan is, and how one is created thru a collaborative community process. The mentorship provided to the Executive Sponsor Working Group (ESWG) resulted in several deliverables.