

Recommendation 46.3

GM

Gabriel Martinez [REDACTED]

Fri 7/23/2021 3:24 PM

To:

- [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 46.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD developing processes to share good community policing practices. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 46.3: The SFPD should establish formal mechanisms to measure and support information sharing and the development of shared good practice among SFPD members, particularly district captains and trusted community partners.

Response to 46.3: The San Francisco Police Department developed a Community Policing Strategic Plan (Strategic Plan) with input from the community. Officers and community members reviewed nationwide community policing best practices, and surveyed SFPD members and community-based organizations, and provided an appendix on community policing considerations and strategies. Under the Strategic Plan, each SFPD division and district creates a Community Policing Action Plan that: (1) outlines the division or district's current practices related to community policing, (2) determines strategies to meet those community policing objectives, including potential best practices as referenced in Appendix A to the Strategic Plan, (3) develops action plans to implement strategies, including timelines and resources, and (4) determines metrics to track activities and outcomes of the division or district's community policing strategies.

On February 10, 2021, SFPD issued Department General Order 1.08, "Community Policing," codifying requirements of the Strategic Plan. The Order requires the commander of each bureau, district station, unit, and detail to issue an Annual

Community Policing Strategic Plan (“Annual Plan”). The Annual Plans must outline how they each will build relationships with the community in the upcoming year. At the end of each year, the 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 past year’s efforts, including a summary of community feedback.

General Order 1.08 also requires the commander of the Community Engagement Division to coordinate two committees—the Community Policing and Problem Solving Implementation Committee (Implementation Committee) and the Community Policy and Problem Solving Oversight Committee (Oversight Committee). Both committees work to improve the Department’s processes to take in community feedback. The Implementation Committee reviews evaluations from community surveys, discusses organizational goals, and discusses community-policing outcomes to determine whether the Department’s existing community engagement strategies are effective. The Oversight Committee evaluates district station Captains to determine if they are following best practices for community engagement. The General Order requires the commander of the Community Engagement Division to hold monthly meetings with captains of the Field Operations Bureau regarding community policing efforts and requires district station captains to report monthly on their districts’ community policing activities to the Community Engagement Division.

Additionally, General Order 1.08 requires the commander of the Community Engagement Division to hold an annual meeting with the Internal Review Committee. At the meeting, the deputy chief of the Field Operations Bureau and the commanders of the Metro and Golden Gate Divisions will select three district captains who engaged in successful and innovative community-policing practices during the previous year. The three captains then serve as peer-to-peer trainers to the other district station captains and lieutenants for one year.

SFPD also created a shared space in the Microsoft Teams Apps accessible to supervisors and managers to share information regarding community policing. There are folders for the captains’ monthly meetings, community policing annual plans and annual summaries, and community policing programs and after-action reports. The shared platform allows supervisors to see community engagement activity across the organization. During the April 23, 2021 captains’ meeting, the Community Engagement Division gave a training presentation to the captains on the use of the shared folders, their locations, the types of documents contained in them, and the process for reviewing them for best practices.

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 the work of the committees established in DGO 1.08 to ensure they fulfill their responsibilities. Please let us know if you have any questions or would like to discuss these further.

Finding # 46	The SFPD does not collect data around community policing nor measure success within community policing functions and programs.
Recommendation # 46.3	The SFPD should establish formal mechanisms to measure and support information sharing and the development of shared good practice among SFPD members, particularly district captains.

Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

The work on this recommendation has been substantial and ongoing. The department faced the challenge of the pandemic in the last year and the inability to staff an analyst to support community policing data collection and analysis that will help inform ongoing engagement strategies. At this time, the department is in the early stages and without a defined collection and analysis strategy.

Compliance Measure #1: The department references three policies that support this measure. Form 509 is also identified as is the use of Microsoft Teams. These are linked to a formal data collection strategy through the community strategic plan and DGO 1.08. The use of unit plans is new and it is too early to evaluate their function. However, the formal process to measure and support information sharing has been established in policy and through use of tools such as Form 509. The department is compliant with this measure.

Compliance Measure #2: the overall strategic plan is a framework document. The advancement of the plan relies upon the unit-level plans which should be informed by data and, ideally, shared good practice. Guidance based upon a growing library of proven, effective strategies, as catalogued in a "live" version of Appendix A will advance this overall recommendation. The department identifies actions taken to date as evidence. Given the focus to date, and the goals identified, the department is compliant with this measure. However, there is still much work to do in this arena – the strategic vision for community engagement, data-driven strategies that are measured and shared practice across all communities is what is needed long-term.

Compliance Measure #3: the department relies upon DGO 1.08 as the main communication plan, supported by monthly Captain's meetings and other such department centered events. There is work and a plan that is predicated upon sharing of best practices. The department is compliant with this recommendation. Going forward, the focus needs to expand to include data validated strategies, metrics that demonstrate engagement and improvement and expanded focus on engaging community and all department members in the community policing strategies.

Compliance Measure #4: the department has begun the process of formalizing its community policing strategy. The reliance on the DGO requirements, for captain's reports, and through the CED by way of the unit order. While nascent, these policy requirements are sufficient to achieve compliance. However, the department needs to ensure that it follows through on the goals as the effects of the pandemic recede so the department is able to better engage within its communities.

Compliance Measures		Status/Measure Met
1	Establish formal process to measure and support information sharing.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

2	Evidence of plans and practices based upon shared good practice .	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Communication plan to ensure information and good practice is shared among members, captains.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Review or audit process to ensure process of information and good practice sharing is institutionalized.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

Compliance Issues



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Finding # 46: The SFPD does not collect data around community policing nor measure success within community policing functions and programs.

Recommendation # 46.3 The SFPD should establish formal mechanisms to measure and support information sharing and the development of shared good practice among SFPD members, particularly district captains and trusted community partners.

Response Date: 4/23/2021

Executive Summary:

The SFPD's Community Policing Strategic Plan serves as a guide for increasing the collection and sharing of data related to the department's community policing efforts. Since publishing the SFPD Community Policing Strategic Plan, the department has updated policies and processes to align with goals set forth in the strategic plan.

(Attachment #1: SFPD Community Policing Strategic Plan)

In 2021, the department issued DN 21-019 Annual Community Policing Strategy to support both the revised Department General Order 1.08 and the SFPD Community Policing Strategic Plan. **(Attachment #2: DN 21-019 Annual Community Policing Strategy)** In order to support the establishment of processes that measure community policing activity through data collection and sharing, DN 21-019 lays out procedures for the development of strategic plans.

As part of the update of Department General Order 1.08 **(Attachment #3: General Order 1.08)**, in section 1.08.6, the department committed itself to using a standard form for tracking community engagement activities under subsection A. To satisfy this commitment, the Department reinvigorated the use of SFPD Form 509, that was previously developed for collecting Community Policing Data. **(Attachment #4: SFPD Form 509)**. The form tracks the use of community policing issues brought to the attention of members by individuals, businesses, and community groups.

The Department believes that community policing is an overall philosophy of the department, is part of crime and policing strategies and has incorporated this philosophy into everyday operations. The Department engages and support units through the Commander of CED facilitating scheduled internal discussions 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 and audit loop.



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To support these discussions, the Department has created a shared platform through the Microsoft Teams App, which is accessible to supervisors and managers. The Department has created an SFPD Community Policing folder to support routine electronic engagement through a shared platform for sharing information on community policing, events, programs and strategies.

With the update of General Order 1.08 Community Policing in February of 2021, the department codified both accountability and data collection and metrics processes to institutionalize the review and communication of community policing data and best practices. Additionally, DGO 1.08 establishes a process for reviewing community policing outcomes and leveraging captains as peer-to-peer trainers. This process institutionalizes the practices of reviewing community policing outcomes and a communication strategy grounded in sharing best practices in order to improve outcomes.

Compliance Measures:

1) Establish formal process to measure and support information sharing.

Formal processes to measure information sharing.

- 1) In 2021, the department issued DN 21-019 Annual Community Policing Strategy to support both the revised Department General Order 1.08 and the SFPD Community Policing Strategic Plan. **(Attachment #2: DN 21-019 Annual Community Policing Strategy)** states:

“A component of the Department's overall Community Policing Strategy requires every Bureau, District Station, Unit and Detail to develop a Community Policing Strategic Plan on an annual basis, in order to meet the 5 Goals and 21 Objectives outlined in the SFPD 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. Included in this notice is a guide for reference for the Bureaus, District Stations, Units and Details to formulate community policing strategies for each applicable assignment.”

In order to support the establishment of processes that measure community policing activity through data collection and sharing, DN 21-019 lays out procedures for the development of strategic plans including:



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“The strategic plan should set 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.”

“The strategic plan should have the ability to track your progress. Establish clear definitions of goals and objectives to help measure if you are reaching your goal. Use dates, metrics, or data targets such as survey results and CompStat, to quantitatively measure degree of success.”

As part of the update of Department General Order 1.08 **(Attachment #3: General Order 1.08)**, in section 1.08.6, the department committed itself to using a standard form for tracking community engagement activities under subsection A, which states:

“Community Engagement Tracking and Data Collection District Station Captains shall digitally track all community engagement activities via standardized electronic templates provided by the Community Engagement Division. All Department sponsored events shall collect data, which includes feedback from the community, to help measure the effectiveness of our community policing and engagement strategies. This data will be used during internal and external review of the Department’s community policing and community engagement practices.”

- 2) Additionally, under 1.08.6 subsection C, the department recognized the importance of tracking and assigning community issues and utilizing the SARA (Scan-Analyze-Response- Assess) Model to address those issues.

The Department reinvigorated the use of SFPD Form 509, that was previously developed for collecting Community Policing Data. **(Attachment #4: SFPD Form 509)**. The form tracks the use of community policing issues brought to the attention of members by individuals, businesses, and community groups. Data included on the form includes:

- Type of issues
- Community and city partners involved
- Use of the SARA problem solving model to
 - Scan- identify problem
 - Analyze- Identify cause of problem
 - Response- proposed solution
 - Assessment- What worked and what didn’t work
- Need to additional response
- Chronological of actions taken

The use of Form 509 allows members to detail community policing efforts to document not only successes but also issues that require additional response or



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where the initial response may not have been effective in solving the community issue.

Formal process to support information sharing.

Department has created a platform through the Microsoft Teams App as an electronic platform to collect community policing data, which is accessible to supervisors and managers. CED worked in partnership with the Technology Division to create a SFPD Community Engagement Folder folder to support routine electronic engagement through a shared platform for data collection and the sharing of information. There are three folders within the Community Policing folder labeled: Captain's Monthly Meetings, Community Policing Annual Plans and Annual Summaries, and Community Policing Programs and Events-Operation and After-Action Reports. These folder branch out as follows:

- Captain's Monthly Meetings
 - Administration Bureau
 - Airport Bureau
 - Field Operations Bureau

The Supervisors of each Bureau uploads meeting notes, agendas, etc. into these folders for information sharing.

- Community Policing Annual Plans and Summaries
 - This folder is for every District Station Unit and Detail to share their annual community policing strategies and summaries with supervisors and managers to aid in the discussion of cross organizational goals and outcomes.
- Community Policing Programs and Events-Operation and After-Action Reports
 - Separate Folders for each District Station.

The Deputy Chief, Commanders of FOB and CED and District Captains serve as the Department's Internal Review Committee outlined in DGO 1.08. Through this platform the Commander of CED facilitates monthly community policing discussions to coordinate and align the Department's community policing efforts. As part of the Internal Discussions, The Commander of CED will utilize the community policing data from the electronic share folders to conduct quarterly audits and review to ensure that each Bureau, Unit, Detail and District Station are meeting the Department's community policing goals. This platform also allows for supervisors and managers to see what is occurring in the other districts and to discuss programing, events and suggestions in after actions reports for review



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and improvement. **(Attachment# 5: Screen shots of Microsoft Teams folders)**.

- 3) Also outlined in DGO 1.08, are the responsibilities of the Commander of CED to align with the organizational communications and outreach {The Department's Media Relations Unit (MRU)}, for the purpose of enhancing overall messaging and community awareness of the SFPD's community policing initiatives and ongoing programs.

This has also been codified into policy DG01 .08.04, which reads as follow:

The Community Engagement Division should partner with the Department's Media Relations Unit (MRU) in order to provide information to the community.

The Media Relations Unit (MRU) shall produce and distribute to all members a video from the Chief, which highlights various community policing topics and officers who exemplify community policing values and behaviors during each monthly video distribution.

To support information sharing and the development of shared good practice among SFPD members, particularly district captains and trusted community partners, the Department developed a Video Messaging Strategic Plan.

The purpose of the community policing video messaging strategy is to educate department members and community members on the Department's community policing philosophy, procedural justice and legitimacy issues, in order to foster and build good relationships between the department and community members. The community policing video messaging strategy is centered on the five goals outlined in the Department's Community Policing Strategic Plan: Education, Problem Solving, Relationship, Building, and SFPD. **(Attachment #6: Community Policing Video Messaging Strategy)**

Once the Video Messaging Strategy was clearly defined, the Director of MRU developed five scripts for the production of the video messages. The Director of MRU develop individual video messaging scripts, with the purpose of promoting and emphasizing the importance of the Department's Community Policing Vision, Values, Goals and Objective to Department members. These videos were also promoted externally, via social media outlets, to educate and bring awareness to the community of the department's effort to meet the goals outlined in the Community Policing Strategic Plan. **(Attachment #7- Video Messaging Scripts)**

The Community Engagement Division worked with MRU on the production of the Community Policing Video Messages **(refer to recommendation 45.1)** The purpose of the video messaging is to address procedural justice and community



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policing concerns that the community may have, through visual display of the Department's commitment to policing the San Francisco community in a manner that demonstrates, trust, partnership, transparency, and collaboration. Senior leaders of Command Staff are featured promoting community policing messaging in each video. Links to the videos are listed below:

- SFP Organization <https://vimeo.com/495921956/> -- 38Of8a4O85
- Relationship Building <https://vimeo.com/495921830/9fd4e28dad>
- Problem Solving <https://vimeo.com/495921895/ab753efe17>
- Education <https://vimeo.com/495922030/lcf555dc8e>
- Communication <https://vimeo.com/495926084/f9bd32f27c>

With the recent spike in violence and hate crimes amongst the Asian American Pacific Islander (AAPI) community, the Department utilized this video messaging strategy to enhance awareness to the AAPI community regarding the violence and hate crimes. The Department utilized the Community Liaison Unit to work in collaboration with District Captains, Chief's Small Business Forum, AAPI, form City Agencies, and Community Based Organizations to do community outreach to the AAPI community. SFPD and community members walked the neighborhoods with the purpose of educating the community. SFPD passed out flyers and business cards that were printed in Cantonese, Mandarin and English to promote information sharing to trusted community partners as well as to those communities that may not feel full supported. **(Attachment #8: Flyer and tip line cards)**. The Department created video messages that were distributed via social media outlets to enhance messaging and bring awareness to the San Francisco community of the violence and hate crimes effecting the AAPI community for the purpose of working together to address the issue. **(Attachment #9: Email correspondence for social media outreach)** **(Attachment #10: AAPI video messages)**.

2) Evidence of plans and practices based upon shared good practice.

The Department Developed a Community Policing Strategic Plan that was based upon shared good practices. **(Attachment #1: SFPD Community Policing Strategic Plan)** Officers and community members supplemented their own experiences by reviewing nationwide community policing best practices and obtaining feedback through surveys of SFPD members and community-based organizations. The plan outlines the vision, values goals, objectives, and an overview of next steps to implement the plan. The appendix provides key information on considerations and strategies for implementation, existing and possible new metrics, and data sources.



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The Implementation section of the Community Policing Strategic Plan provides strategies to guide the Departments plans and best practices. For the purposes of this section words in *italic* represent quotes from the implementation section of the Community Policing Strategic plan.

Plan

Community Policing Implementation:

The Strategic Plan establishes a consistent approach for how the SFPD achieves its community policing vision. Led by the SFPD Community Engagement Division (CED), policies and plans will be developed to degerming specific strategies that achieve the goals and objectives outlined in the Plan. CED will also track the activities an impact of community policing strategies over time.

Develop Community Policing Action Plans

To comply with DOJ recommendation 45.1, each SFPD division and district will create a Community Policing Action Plan based on guidance provided in the Strategic Plan. During the development of these plans, CED will work to ensure that action plans collectively support the Department's overall efforts to meet the community policing objectives outlined in the Plan. The Department will also need to analyze available resources to prioritize strategies across divisions and districts. These plans will be updated annually or bi-annually based on ongoing evaluation of strategies and updated departmental guidance.

The following steps are involved in developing action plans:

- 1. Outline the division or district's current practices related to community policing and align to each relevant objective in the Strategic Plan.*
- 2. Determine a new set of strategies to most effectively meet the community policing objectives relevant to the division or district. This can include existing practices proven to be effective, as well as new and improved ones. Review Appendix A for ideas and guidance.*
- 3. Develop action plans to implement strategies, including timelines and resources.*
- 4. Determine metrics to track activities and outcomes of the division or district's community policing strategies. See the Monitoring Activities and Impact section below for details.*

Action

In 2021, the department issued DN 21-019 Annual Community Policing Strategy. **(Attachment #2: DN 21-019 Annual Community Policing Strategy)** 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 community policing strategies. Included in the department



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notice is a guide for reference for the Bureaus, District Stations, Units and Details to formulate community policing strategies for each applicable assignment.

In order to support the establishment of processes that measure community policing activity through data collection and sharing, DN 21-019 lays out procedures for the development of strategic plans including:

“The strategic plan should set 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.”

“The strategic plan should have the ability to track your progress. Establish clear definitions of goals and objectives to help measure if you are reaching your goal. Use dates, metrics, or data targets such as survey results and CompStat, to quantitatively measure degree of success.”

Plan

Develop a Communications Strategy

CED will work with SFPD leadership to develop a communications strategy to publicize the Strategic Plan. The Plan will be communicated both internally to SFPD members and externally to community stakeholders and the public.

Communication will be key to promote transparency and to generate awareness and participation in turning the Plan into action. The Plan and related policies and guidance will be disseminated across the Department through leadership, staff trainings, and peer-to-peer interactions. The CED Advisory Group can assist in communicating the Plan to the community by leveraging their networks as well as attending community meetings like the Chief’s Advisory Forums and Community Policing Advisory Board meetings.

Action

The Community Engagement Division worked with MRU on the production of the Community Policing Video Messages **(refer to recommendation 45.1)** The purpose of the video messaging is to address procedural justice and community policing concerns that the community may have, through visual display of the Department’s commitment to policing the San Francisco community in a manner that demonstrates, trust, partnership, transparency, and collaboration. Senior leaders of Command Staff are featured promoting community policing messaging in each video.

- SFP Organization <https://vimeo.com/495921956/> -- 38Of8a4O85
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- Education <https://vimeo.com/495922030/lcf555dc8e>
- Communication <https://vimeo.com/495926084/f9bd32f27c>

With the recent spike in violence and hate crimes amongst the Asian American Pacific Islander (AAPI) community, the Department utilize this video messaging strategy to enhance awareness to the AAPI community regarding the violence and hate crimes. The Department utilized the Community Liaison Unit to work in collaboration with District Captains, Chief's Small Business Forum, Chief's AAPI Forum, City Agencies, and Community Based Organizations to do community outreach to the AAPI community. SFPD and community members walked the neighborhoods with the purpose of educating the community. SFPD passed out flyers and business cards that were printed in Cantonese, Mandarin and English to promote information sharing to trusted community partners as well as to those communities that may not feel full supported (**Attachment #8: Flyer and tip line cards**). The Department created video messages that was distributed via social media outlets to enhance messaging and bring awareness to the San Francisco community of the violence and hate crimes effecting the AAPI community for the purpose of working together to address the issue. (**Attachment #9: Email correspondence for social media outreach**) (**Attachment #10: AAPI video messages**).

Plan

Monitoring Activities and Impact of Community Policing

The Community Engagement Division currently guides community policing activities for the Department. Moving forward, it will work with divisions and districts to track the activities and impact of community policing by leveraging existing departmental metrics and creating new metrics at either the objective or strategy level. This will allow the Department to understand which programs and strategies are most effectively fulfilling the Department's community policing goals and how the Department should direct its resources going forward. The SFPD currently collects and reports data from a variety of existing sources related to community policing, as outlined in SFPD Community Policing Goals, Objectives and Existing Metrics. This section outlines proposed expansions to existing data sources and development of new data sources, so that a more robust set of metrics can be tracked to understand community policing activities and their impact. A list of possible new metrics is available in Appendix B. SFPD divisions and districts can use this list as a starting point when developing metrics and data collection tools for their individual Community Policing Plans. Some of these new metrics include: Participant/Community, Survey Community Engagement Log, and Internal Assessment (see Appendix B of Community Policing Strategic Plan.



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Action

The Department reinvigorated the use of SFPD Form 509, that was previously developed for collecting Community Policing Data. **(Attachment #4: SFPD Form 509)**. The form tracks the use of community policing issues brought to the attention of members by individuals, businesses, and community groups. Data included on the form includes:

- Type of issues
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- Chronological of actions taken

The use of Form 509 allows members to detail community policing efforts to document not only successes but also issues that require additional response or where the initial response may not have been effective in solving the community issue.

Department has created a platform through the Microsoft Teams App as an electronic platform to collect community policing data, which is accessible to supervisors and managers. CED worked in partnership with the Technology Division to create a SFPD Community Engagement Division folder to support routine electronic engagement through a shared platform for data collection and the sharing of information. There are three folders within the Community Engagement Division folder labeled: Captain's Monthly Meetings, Community Policing Annual Plans and Annual Summaries, and Community Policing Programs and Events-Operation and After-Action Reports.



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As the starting point for improving the department's community policing policies, practices, data collection, data analysis and information sharing, the department created the SFPD Community Policing Strategic Plan. **(Attachment #1: SFPD Community Policing Strategic Plan)**. As part of the process of analyzing current practices and development implementation strategies for in furtherance of the strategic plans goals, the department relied on best practices as stated on page two (2) of the strategic plan:

"The Strategic Plan outlines the vision, goals and objectives for community policing, current department practices, and an overview of next steps to implement the Plan. The appendix provides key information on considerations and strategies for implementation, existing and possible new metrics and data sources to monitor ongoing efforts, a detailed list of current practices, and the inputs that contributed to the Plan, including best practice research and survey findings. It also provides an overview of the planning process and list of participating organizations."

3) Communication plan to ensure information and good practice is shared among members, captains.

The Communication plan is outlined in Goal 1 of the Community Policing Strategic Plan which is **Communication**.

GOAL 1: COMMUNICATION



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Honest, transparent, and empathetic dialogue between the SFPD and San Francisco community.

Objective 1.1 Create a diverse set of communication channels between the SFPD and community.

The SFPD is available to share and receive information and feedback across a range of communications channels that are equally accessible to all community members. Existing tools are widely promoted, and new ones developed in conjunction with the community to meet all their needs.

Objective 1.2 Respond to requests for service and information in a timely and transparent manner.

Open and rapid communication builds trust and faith towards the SFPD from the community. Even when officers are unable to immediately respond to non-emergency situations, community members expect and deserve a positive experience interacting with the Department.

Objective 1.3 Solicit conversation, input, and collaboration from historically underrepresented groups.

Marginalized populations across San Francisco have lost their trust in the 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.

Objective 1.4 Transparently communicate, publicize, and educate community about SFPD goals and policies.

The San Francisco community is frustrated by not understanding how the police department functions, and lack of progress on visible issues such as drug use and homelessness. A focus on transparent communication and education regarding Department policy will increase understanding by, and expectations from, the community.

This Plan has been communicated amongst members and district captains through the issuance of DN 19-165 Community Policing Strategic plan, and through the video messaging strategy to further ensure that information and best practices are shared and implemented.

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 works collectively with Deputy Chief of FOB, Commanders and Captains, to support the effort of all stations, bureaus and assignments by auditing and promoting community-oriented policing and problem-solving policies, procedures, and practices.



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The Department offers support to units through the Commander of CED facilitating routine discussion among supervisors and managers during the Captain's monthly meetings. Evidence that CED coordinates quarterly meetings of supervisors and managers has been codified into policy in Community Policing DGO 1.08.05 B. "Internal Community Policing Discussions".

The Captains monthly meeting consist of the Deputy Chief of FOB, the Commander of Golden Gate Division, the Commander of Metro Division, the Commander of CED and all District Station Captains. The Captain's monthly meeting is the platform that the Department utilizes to discuss cross-organizational goals, community policing/problem-solving and crime strategies on a granular level. For review and improvement, the Deputy Chief will facilitate a more high-level community policing discussion with the Commanders and Captains on a quarterly basis to ensure that the Departments community policing and problem-solving efforts are meeting the overall community policing goals and objectives of the Department.

DGO 1.08.05 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. District Station Captains shall provide a report on all community policing activities within their command on monthly reports routed through their chain of command to the Community Engagement Division.

During Crime Strategy meetings, Commanding Officers should report on their community policing, community engagement activities, and/or problem-solving efforts.

(See Attachment #3: DGO 1.08 Community Policing)

Since the pandemic, the Department has merged the Crime Strategies Meetings with the Captains monthly meeting. During the Captains monthly meeting the Deputy Chief of FOB and the Commander of CED facilitate community policing discussion with the Commanders and Captains as a component of overall crime and policing strategies. The District Captains discuss their community policing, engagement activities and problem-solving efforts as part of their policing strategies. **(Attachment #11: Meeting Notes)**

Additionally, DGO 1.08 leverages Captains who are successful in their community policing plans to act as peer-to-peer trainers to other district captains:



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“During the month of January, the Commander of the Community Engagement Division shall schedule a meeting to review the outcomes of Community Policing, Engagement, and Problem Solving. The Deputy Chief of the Field Operations Bureau and the Commanders of the Metro and Golden Gate Divisions shall select three district captains who engaged in successful and innovative community policing practices during the previous year to serve as peer-to-peer trainers to the other district station captains and lieutenants for the current year. Such trainers shall also seek local community input on effective strategies and future goals.”

To ensure information and good practices are shared with members, CED meets with station Community Liaison Officers on a monthly basis, as outlined in DGO 1.08 which states:

Community Liaison Officer Program

District Station Captains shall appoint at least one Community Liaison Officer. This officer will serve as a liaison between the Community Engagement Division, the District Station Captain, and the Community. They will be responsible for planning community engagement events and for keeping the Community Engagement Division updated as to the implementation of their plan. In addition, the Community Liaison Officer (CLO) will attend the Community Engagement Division’s monthly CLO meeting.”

On 4/8/2021 this recommendation was presented for pre-screen to CA DOJ and Hillard Heintze who provided the following feedback:

“Hillard Heintze generally thought that this package looked good but thought that more specific information should be included for Compliance Measures 3 and 4. Specifically, SFPD should go beyond referencing policies and describe the specific actions taken to implement the policies referenced. For example, how does the Department track whether captains are sharing best practices to other district stations? SFPD will expand the narrative for these two compliance measures to describe how good ideas are being shared across districts in practice and also look into other ways to alert district stations about best practices via the Microsoft Teams App.”

Response:

At the December 10, 2020 Captain’s meeting, the Command of the Community Engagement Division, Commander Fong, introduced two captains who had implemented successful community policing strategies. Commander Fong spoke



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about the strategies that were successful and introduced the two captains as peer-to-peer trainers who would assist other captains in developing and expanding community policing plans. **(Attachment #11: Meeting Minutes)**

In order to share information and best practices, shared folders are utilized in Microsoft teams. **(Attachment #5: Shared folders)** District Captains and Community Liaison Officers at the district stations upload Strategic Plans, community engagement events, Monthly Meetings, and SFPD 509 problem solving forms to their station/units folder. During the Monthly Captains meetings, the Commander of CED highlights best practices, and directs captains to access and review in the appropriate Teams folder. Additionally, MS Teams allows for the sharing of links to documents, which demonstrate best practices, within the shared folders, and the link can be shared with captains and community liaison officers via email or messages within the MS Teams app. Utilizing MS Teams creates a centralized repository for the collection of community policing data and practices that allows the department to ensure best practices are accessible throughout the department.

During the April 23, 2021 Captains meeting, the Community Engagement Division gave a training presentation to the Captains on the use of the shared folders, their locations, the types of documents contained in them, and the process for reviewing them for best practices. **(Attachment #12: Shared Folder Training Deck)**

4) Review or audit process to ensure process of information and good practice sharing in institutionalized.

With the update of General Order 1.08 Community Policing in February of 2021, the department codified both accountability and data collection and metrics processes to institutionalize the review and communication of community policing data and best practices in sections 1.08.05, Accountability, and 1.08.06 Data Collection and Metrics. **(Attachment #3: DGO 1.08 Community Policing)**

In DGO 1.08.05 states:

“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



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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.

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."

Additionally, as stated above, in compliance measure #3, DGO 1.08 establishes a process for reviewing community policing outcomes and leveraging captains as peer-to-peer trainers. This process institutionalizes the practices of reviewing community policing outcomes and a communication strategy grounded in sharing best practices in order to improve outcomes.

To ensure data is shared department wide, DGO 1.08 states under 1.08.06 D:

"Community Policing Metrics, The Community Engagement Division shall utilize the Community Policing performance objectives (outlined in the Community Policing Strategic Plan) as well as qualitative and quantitative success criteria from each station, unit, and detail. The Community Engagement Division will share the performance results across the Department and Community on an annual basis as in the Department's Annual Community Policing report.

The goals and performance measures related to Community Policing for all stations, units, and details will be re-evaluated on a continual basis for review and improvement. Changes and revisions will be incorporated into the overall Community Policing Strategic Plan, Department General Order 1.08 and Department Manual 2, Community Policing, as amendments to the policy."

On 4/8/2021 this recommendation was presented for pre-screen to CA DOJ and Hillard Heintze who provided the following feedback:

"Hillard Heintze generally thought that this package looked good but thought that more specific information should be included for Compliance Measures 3 and 4. Specifically, SFPD should go beyond referencing policies and describe the specific actions taken to implement the policies referenced. For example, how does the Department track whether captains are sharing best practices to other district stations? SFPD will expand the narrative for these two compliance measures to describe how good ideas are being shared across districts in practice and also look into other ways to alert district stations about best practices via the Microsoft Teams App."



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Response

On a monthly basis that Commander of CED reviews district captain community policing goals and activities, submitted via monthly reports submitted through their chain of command, and utilizes time during the captain's meetings in order to review best practices and progress.

Additionally, DGO 1.08 establishes a Community Policing and Problem Solving Oversight Committee. This committee is tasked with Auditing district stations community policing efforts as stated in section 1.08.05 B.2.b.:

"This committee will be responsible for overseeing community policing and problem solving strategies and will focus on:

1. Recognizing the District Captains engaged in best practices and utilizing them as peer trainers for other Captains.
2. Reviewing best practices and monitor progress and growth.
3. Auditing District Stations to determine if the stations are meeting outcomes, effectiveness of the electronic platform, and the problem solving efforts, following best practices in community engagement and formalized problem solving as outlined in the Community Policing and Problem Solving Manual (DM2)."

As an accountability measure the committee "will be responsible for inviting District Station Captains in on a rotating basis, as an accountability measure, to determine specifically the goals, strategies and outcomes of formalized Community Oriented Policing and Problem Solving and to document best practices for later use."

It should be noted that at the time of this response, the oversight committee is still in the process of being formed, but will be expected to comply with the contents of DGO 1.08 once it is convened.

As stated in DOJ Collaborative Reform Initiative 40.8 "Each December, the Commander of the Community Engagement Division (CED) meets 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. CED is responsible for preparing a community policing annual review of progress toward the community policing goals and objectives outlined in the department's community policing strategic."

As this process is a result of the updating of Department General Order 1.08, the groundwork for the process has been laid out, and it is through implementing all parts of the General Order throughout 2021 that the SFPD will bring to life this



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more robust model for planning, implementing, evaluating, and auditing our community policing efforts.