



Recommendation 50.2

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Dear Lt. Altorfer,

Our office has completed its review of the materials related to Recommendation 50.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD formalizing continued discussions on the 21st Century Policing Task Force Report with a focus on emerging best practices. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 50.2: The SFPD should encourage supervisors and captains to continue conversations on the Final Report of the President's Task Force on 21st Century Policing through roll calls, in-service training, and community meetings.

Response to 50.2: On December 27, 2016, SFPD published Department Bulletin 16-216, "Mandatory Reading Revised." The Bulletin requires SFPD officers to read and maintain working knowledge of the Department of Justice CRI Assessment and the President's Task Force on 21 Century Policing Report. On June 25, 2019, SFPD published Department Bulletin 19-135, "Mandatory Reading Reminder," reminding officers of their duties to read the reports. An audit conducted on May 12, 2020, found that 99.45% of SFPD personnel had signed off on having read the reports.

On August 19, 2020, SFPD published Bureau Order 20-01, "21st Century Policing discussions for captains to have at their community meetings and forums." The Order requires district station captains to present on one of the six pillars of 21st Century Policing at their monthly community meetings, covering all six pillars through the course of the year. The six pillars are (1) building trust and legitimacy, (2) policy and oversight, (3) technology and social media, (4) community policing and crime reduction, (5) training and education, and (6) officer wellness and safety. Captains are directed to present what SFPD is doing to support the pillar and how the pillar affects the community. The Commander of the Community Engagement Division will conduct yearly audits to ensure compliance with the Order.

On July 18, 2019, SFPD issued Department Bulletin 19-152, "Monthly Roll-Call Training," which re-issued a prior bulletin on roll-call training. The Bulletin provides for monthly roll-call training focusing on Leadership, Procedural Justice, Fair and Impartial Policing, the President's Task Force on 21st Century Policing report, and other contemporary topics. Training coordinators are provided materials before each training and are responsible for ensuring all the members within their unit have participated in the trainings through the Human Resources Management System. Additionally, the SFPD Training Division provided outlines for monthly roll-call trainings in 2019 and 2020 that describe the six pillars of the 21st Century Policing Report and provide questions for discussion on each pillar. Outlines included

definitions, hypothetical scenarios for analysis, and supervisory responsibilities. An audit conducted on August 27, 2020, of a March 2020 roll call on the six pillars found that 99% of officers had completed the roll-call training.

The principles of the 21st Century Policing Report have also been incorporated into other department training. For example, SFPD requires officers to attend a Principled Policing training on legitimacy and procedural justice every two years, which focuses on community trust and engagement. The 21st Century Policing Report principles are also incorporated in SFPD's Community Policing Strategic Plan, which lists as an objective "Integrate community policing values in recruitment, training, and professional development of SFPD members" and provides specific recommendations on how to achieve the objective, such as the trainings to be provided.

Based upon all the above, the California 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 further. Thank you.

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Finding # 50: The SFPD does not require agency personnel to read the Final Report of the President's Task Force on 21st Century Policing.

Recommendation # 50.2 The SFPD should encourage supervisors and captains to continue conversations on the Final Report of the President's Task Force on 21st Century Policing through roll calls, in-service training, and community meetings.

Response Date: 08/31/2020

Executive Summary: After recently being assigned this recommendation, I conducted research on how we initially achieved compliance with this recommendation. A department bulletin was issued late in 2016, DB16-216. This bulletin made it mandatory that supervisors and captains continue conversations on the Final Report of the President's Task Force on 21st Century Policing through roll calls, in-service training, and community meetings. Members are required to acknowledge and sign off that they received this directive. After discovering this bulletin had expired, I contacted Written Directives and amended the bulletin and asked that it be re-issued to comply with this recommendation. DB 19-135 was re-issued on 06/25/2019 for mandatory reading of the President's Task Force on 21st Century Policing. We will also be incorporating this in to our new Department General Order so that the bulletin will not need to be re-issued again.

Compliance Measures:

1) Formal plan to encourage supervisors and captains to discuss Task Force Report to include a focus on other emerging best practices.

Pursuant to this RFI, in 2019 Hillard Heintze determined SFPD completed compliance measure 1 as part of the department's initial response. Department bulletin 16-216 issued to mandate that supervisors and captains continue conversations on the Final Report of the President's Task Force on 21st Century Policing through roll calls, in-service training, and community meetings. Latest audit of this bulletin shows a 99% acknowledgment rate from the members of the San Francisco Police Department. (See Attachment #1)

San Francisco Police Department Bureau Order 20-01 (21st Century Policing Discussions for Captains to have at their community meetings and forums) (See Attachment #2) was issued on 08/19/2020. The purpose of this order is to establish policies and procedures for supervisors and captains to have ongoing and continuous conversations that are focused on the Final Report of the President's Task Force on 21st



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Century Policing. The order is to encourage Supervisors and Captains to Continue the conversations on the 6 pillars of 21st Century Policing during community meetings.

2) Evidence of roll calls, in-service, community meetings as forums for such discussions.

In March of 2020 a roll call training regarding 21st Century Policing (See Attachment #3) was rolled out to the members. It is the subject of one of the roll call training session for 2020. The goal is to provide routine, ongoing roll-call training to promote fair and impartial policing. This training is meant to provide information and a specific topic of discussion on 21st Century Policing, that supervisors use to foster an open dialog with their members during line-up or staff meetings. The five pillars of the roll call training are:

- 1-Building Trust & Legitimacy
- 2-Policy and Oversight
- 3-Technology and Social Media
- 4-Community Policing & Crime Reduction
- 5-Training and Education
- 6-Officer Wellness & Safety

The roll call training document states that Supervisor and Captains are also required to not only participate in this roll call training but to help continue our conversations on 21st Century Policing for years to come.

In September 2019 San Francisco Police Department Training Division released another Monthly Roll Call Training for members to continue the conversation regarding the Final report of the President's Task Force on 21st Century Policing, the subject Procedural Justice- Principle #4 Trust (See Attachment #4). The roll call training consisted of three questions for supervisors to open up dialogue with members. 1) What is Procedural Justice, 2) What is Police Legitimacy, and 3) Is Procedural Justice a new trend. At the end of this document there is a section dedicated for supervisory responsibility such as leading by example and championing transparency.

San Francisco Department Bulletin 19-135 Mandatory Reading Reminder (See Attachment #5) was issued on 6/25/2019. The bulletin states members of the San Francisco Police Department must maintain working knowledge and understanding of this DOJ assessment as well as the President's 21st Century Policing Model. By signing off on the Bulletin, members are acknowledging that they have read, understand and have a working knowledge of the President's 21st Century Policing Model. In addition, the SFPD encourages supervisors and captains to continue conversations on the final report of the President's Task force on the 21st Century Policing through roll calls, in service training, and community meetings. Two web site links are on the bulletin to take the member to both reading requirements.

Every two years San Francisco Police Department members are required to attend Advanced Officer Continued Professional Training (AOCPT) at the academy. During the



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week long training, members take the Principled Policing Procedural Justice and Implicit Bias course (See Attachment #6). This course is made up of five modules (1) Interactive Nature of Legitimacy, procedurally Justice, Implicit Bias & Goals in Policing (2) Expectations and Legitimacy (3) Procedural Justice (4) Historical & Generational Effects of Policing (5) Implicit Bias. Slide 5 of the course presentation labeled Learning Objectives states: Understand the concepts of legitimacy and procedural justice and how they relate to policing, gain a healthier understanding of the human dynamic between the police and the community, and each other's perceptions, consider the concepts of managing perception during every encounter, recognize and be aware of institutional and personal biases, to practice safer and more effective policing, identify behaviors that reflect these concepts by using real life examples" The training division authored Police Officer Continuing Professional Training Expanded Course Outline (See Attachment #7). This outline is presented to instructors to teach the class so that is there uniformity and consistency in instruction of the class amongst the instructors. This course is also presented to new recruits in the Academy as well as those attending Advanced Officer Training.

San Francisco Police Department Bureau Order 20-01 was issued regarding the subject of 21st Century Policing discussions for Captains to have at their community meetings and forums. The purpose of this order is to establish policies and procedures directing supervisors to have conversations that are focused on the Final Report of the President's Task Force on 21st Century Policing. This order provides support and guidance to Supervisors and Captains on how to continue the conversations on the 6 Pillars of 21st century policing during community meetings. The Commander of the Community Engagement Division shall be responsible for assuring that the necessary audits and reviews are conducted to assure adherence to this policy.

San Francisco Police Department Town Hall meetings are an another example of continuing the conversation on the final report of the President's Task Force on 21st Century policing (See Attachment # 8) San Francisco Police Department Community Policing Strategic Plan under Goal 1: Communications Objective 1.1 Create a diverse set of communication channels between the SFPD and community Strategies it states "Hold community meetings: Meeting types should include but not be limited to: Formal Town Hall meetings and youth specific forums".

Reflecting the President's Task Force on 21st Century policing the San Francisco Police Department Media relations unit authored Unit Order 16-03 (revised 07/15/2019) Media Relations Response to Officer Involved Shooting/Department Member Seriously Injured or Killed in the Line of Duty (See attachment # 9). On page two of the unit order the subject of Town Hall/Community Meeting states "per Chief's order a town hall/community meeting shall be held within ten days of an OIS involving SFPD personnel and occurring within the City and County of San Francisco. This meeting shall be held in the community affected by the incident on a date and time to be determined by the Officer of the Chief of Police. The Community Engagement Divisions (CED) is responsible for securing the location for the town hall meeting. Considerations



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that should be taken into account when choosing a location are: ADA accessibility, parking, ingress / egress and an emergency egress, sufficient space and chairs for attendees, tables, microphones and sound systems to amplify panel members and public comment and any anticipated **LEP** needs (languages spoken) of the community. The Commanding Officer of the District in which the meeting is held may be asked to assist in locating a venue and by providing uniformed personnel, (Class B uniform, long sleeve with a tie) to assist with the event. The Media Relations Unit (MRU) shall coordinate the following: public announcement of the event to include date, time, location; notification to the Police Commission and to the Board of Supervisors; securing items to be displayed which may include: photo(s) of any evidence (i.e. suspect weapon), a Google map image of the location or other items as determined by the Office of the Chief. The **MRU** may be required to provide microphone / sound systems and other support items such as: easels, tablets, pen, paper etc. for panelists to take notes.

San Francisco Police Department Bureau Order 20-01 (21st Century Policing Discussions for Captains to have at their community meetings and forums) was issued on 08/19/2020. The purpose of this order is to establish policies and procedures for supervisors and captains to have ongoing and continuous conversations that are focused on the Final Report of the President's Task Force on 21st Century Policing. The order is to encourage Supervisors and Captains to Continue the conversations on the 6 pillars of 21st Century Policing during community meetings. The following procedures are established to help continue the conversations during community meetings.

3) Review or audit to ensure ongoing discussions.

The San Francisco Police Department uses HRMS (Human Resource Management System) to send out department bulletins to its members. When members check off on the bulletin in HRMS, they are acknowledging that they have read the bulletin, all materials and reports associated with the bulletin and they have a working knowledge of the material. HRMS allows the department to audit and review that members are in compliance.

San Francisco Police Department General Order 2.01 #7 Maintaining Knowledge, states: "Members Shall maintain a working knowledge of all information required for the proper performance of their duties (see DGO 3.01, Written Communication System)". (See Attachment #10) San Francisco Police Department General Order 3.01.12 Accountability (See Attachment #11) states: "Members are expected to have a working knowledge of all directives as applicable through their respective assignment and comply with their provisions. Retention of paper copies of General Orders or any other directives (Manuals, Bureau Orders, Unit Orders, Bulletins, Notices) are no longer mandated. 1) Members shall utilize the Department's electronic system to acknowledge receipt and review of and electronically sign off all directives with in (30) thirty days of issuance. 2) The Commanding Officer or Officer-in-Charge (OIC) or designee of each unit shall conduct periodic audits to confirm that members of their unit reviews and



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acknowledges all directives by electronically signing for all directives within 30 days of the date of the directive. 3) No proposed policy (such as General Order, Bulletin, Unit Order, Bureau Order, Manual) or other directive outlined in this order shall conflict with approved established policy unless the proposed directive is superseding or amending an existing directive and the proposed policy will be subject to the approval process outlined in this General Order. 4) Commanding Officers of each unit shall ensure that new and amended General Orders and Bulletins that substantively amend a General Order are supplemented with appropriate training and supervision to ensure compliance with the new directive”.

San Francisco Police Department Bulletin 19-156 Mandatory Sign-off of Department Issued Documents in HRMS (Human Resource Management System) (See Attachment #12) requires members to electronically acknowledge that they have received and reviewed bulletins posted by the department within 30 days. Members are reminded to be familiar and in compliance with the most current bulletins. Supervisors and training coordinators have access to view the sign off status of members under their command via the SFPD Workforce Administration/ Document Sign Off Inquiry Page and Document Sign Off Reports. Training coordinators shall review the Document Sign Off Inquiry page twice a month for members in their training group to ensure compliance and review of the posted bulletins. Coordinators shall remind members of the pending documents and notify the members Supervisor or Performance Improvement Plan (PIP) Sergeant of non-compliance status. Supervisor or PIP Sergeant will address those non-compliance members in accordance to the Department’s Discipline Process.

In March of 2020 a roll call training regarding 21st Century Policing was rolled out to the members. It is one of the subjects for the roll call training for 2020. The goal was to provide routine, ongoing roll-call training to promote fair and impartial policing. This training is meant to provide information and a specific topic of discussion (which in this case is 21st Century Policing), that supervisors should use to foster an open dialogue with their members during line-up or staff meetings. The five pillars of the roll call training are:

- 1-Building Trust & Legitimacy
- 2-Policy and Oversight
- 3-Technology and Social Media
- 4-Community Policing & Crime Reduction
- 5-Training and Education
- 6-Officer Wellness & Safety

The roll call training document states that Supervisor and Captains are also required to not only participate in this roll call training but to help continue the conversations on 21st Century Policing for years to come. To show evidence the roll call training had a 99 percent sign off according to a recent audit conducted on 08/27/2020 (See Attachment #13). The Training Division at the San Francisco Police Academy conducts audits on roll call trainings signed off by members as well at the district station level as listed above by training coordinators.



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San Francisco Police Department issued a Bureau Order 20-01 regarding the subject of 21st Century Policing discussions for Captains to have at their community meetings and forums. The purpose of this order is to establish policies and procedures for supervisors and captains to have ongoing and continuous conversations that are focused on the Final Report of the President's Task Force on 21st Century Policing. This order is to encourage Supervisors and Captains to continue the conversations on the 6 Pillars of 21st century policing during community meetings. The following procedures are established to help continue the conversations during community meetings.

As an example of a review or audit to ensure ongoing discussions is San Francisco Police Department Bureau Order 20-01 (21st Century Policing discussions for Captains to have at their community meetings and forums) section three regarding "Accountability and Review" states:

"The Commander of the Community Engagement Division shall be responsible for assuring that the necessary audits and reviews are conducted to assure adherence to this policy.

(1) Community Liaison Officer (CLO) will submit the information collected from the topic discussions, meeting notes and completed surveys through the chain of command to the CED Sergeant. During the monthly CLO meetings, this information will be discussed and utilized by the CLO's and CED Sergeant to assist in formulating community engagement and community policing strategies for the district stations.

(2) The Community Engagement Division shall prepare a summary report of the 21st Century Policing Discussions bi-annually. This report shall provide a review of the 21st Century Policing discussions that were held at community meetings thus far, any community feedback received, and survey results. The Commander of the Community Engagement Division will disseminate this review to Command Staff and the district Captains and utilize this information for community policing and crime strategies during Comp Stat (CSAM) meetings.

(3) On an annual basis, The Commander of the Community Engagement Division will conduct an audit and review for adherence to this policy and furnish a report to the Deputy Chief of Field Operations on the outcome of the audit."

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[REDACTED]

[REDACTED]

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