

Recommendation 47.3

TK

Tanya Koshy [REDACTED]
Tue 3/16/2021 10:40 AM

To:

- McGuire, Catherine (POL);
- Scott, William (POL);

- [REDACTED]
- [REDACTED]
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+6 others

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Dear Acting Captain Altorfer:

Our office has completed its review of the materials related to Recommendation 47.3 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 47.3: The role of the Director of Community Engagement should be aligned with organizational communication and outreach to enhance overall messaging and community awareness of the SFPD's community policing initiatives and ongoing programs.

Response to Recommendation 47.3:

As a threshold matter, SFPD restructured the Community Engagement Division (CED), moving it from the Principled Policing and Professional Standards Unit and assigned a Commander to oversee the CED.

SFPD recently revised Department General Order 1.08 to direct the CED Commander to partner with the Media Relations Unit (MRU) to enhance messaging to the community. To that end, SFPD issued a Unit Order providing details of the partnership. On a quarterly basis, the MRU's Director of Strategic Communications and the CED Commander will meet to identify the communication and messaging priorities for the quarter and to review efforts for prior quarters. On a biannual basis, the Director of Strategic Communications will also collaborate with the CED Commander to assess the effectiveness of, and recommend changes to, the existing communication strategies. The MRU will also work with the CED to circulate surveys via the Department's social media accounts and to review the results of the survey.

The DGO's directives, along with the Unit Order, reflect an overarching strategy to align the CED Commander's role with the Department's organizational communication strategy on community policing. The Department also provided several examples of the CED and the MRU working together to raise awareness of the Department's community policing initiatives and programs. For example, the CED and MRU are working on producing community policing video messages, the first of which focuses on addressing procedural justice. The Department also put together a Community Policing Video Messaging Strategy, which describes the procedures to use when developing a video message on community policing.

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 # 47: The SFPD does not consistently seek out feedback or engage in ongoing communication with the community relative to its policing practices and how the community perceives its services.

Recommendation 47.3: The role of the Director of Community Engagement should be aligned with organizational communication and outreach to enhance overall messaging and community awareness of the SFPD's community policing initiatives and ongoing programs.

Response Date: 01/25/21

Executive Summary

In 2017, the Department solicited feedback and engage in ongoing communication with the community for the purpose of developing a community policing strategic plan in order to enhance positive community perception of its services. Between Fall 2017 and Spring 2018, the Commander of CED convened 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 21st Century Policing concepts and the tenants of procedural justice. The Commander of CED led the process and ensured that the working groups was reflective of the diversity of San Francisco. The development of the Community Policing Strategic Plan was a collaborative effort, with approximately 100 community and SFPD members attending and contributing to at least one of the fifteen meetings held over a year of development. This working group developed the vision and values that define community policing for San Francisco, and the goals, objectives, and metrics to implement that vision. The Community Policing Strategic Plan now gives the Department a defined focus for community policing efforts across the entire department.

Once the department defined its community policing strategy, the vision, values, goals and objectives were then codified with the revision of Department General Order 1.08 Community Policing. The Department's Community Policing Policy requires the Commander (Director) of Community Engagement to align with organizational communication and outreach (MRU) to enhance overall messaging and community awareness of the SFPD's community policing initiatives and ongoing programs.



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Compliance Measures:

- 1) **Evidence of alignment of Director of Community Engagement with organizational communication and outreach.**

During the time of the CRI assessment, the Community Engagement Division (CED) was under the Principle Policing and Professional Standards Unit, with a Director overseeing its operations. The Department restructured Command and placed CED under the Field Operations Bureau (FOB), with a Commander overseeing its operations. The Director of Community Engagement is currently the Commander of Community Engagement.

DGO 1.08.04 Policy

Section C. 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.

Also outlined in this section of DGO 1.08, are the responsibilities of the Commander of CED to align themselves 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 DGO1.08.04, 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.

(See Attachment 1) DGO 1.08.04 Section C

CaIDOJ/HH Prescreen Notes 12/17/20

As a threshold matter, Hillard Heintze noted that DGO 1.08 is still in draft form and there may be a substantial time before it is approved. SFPD clarified that it expects meet and confer to conclude fairly soon (though the Chief could not give an exact time frame because of the



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confidentiality of the meet and confer meetings). SFPD anticipates that the DGO will be before the Police Commission for approval in January.

Response- DGO 1.08 "Community Policing", has concluded the meet and confer on process and the matter has been referred to the Police Commission for final adoption.

(See Attachment 2)- Memorandum from LaWanna Preston, SFPD Labor Relations Director

For compliance measure 1, SFPD relies on language in the DGO directing the Community Engagement Division (CED) to partner with the Media Relations Unit (MRU) to provide information to the community. Cal DOJ asked if there are any more details about this partnership and, if not, if SFPD would consider putting together a Unit Order providing more detail about how the CED and MRU will work together. Hillard Heintze agreed and noted that this partnership should be described in more detail in any standard operating procedures. SFPD noted that they have already had conversations with the MRU about the contours of this partnership and it will codify that in a unit order.

Response- MRU Unit Order 21-01 was issued "Aligning Strategic Communications with Community Engagement Division Efforts". This unit order to provide more detail regarding MRU and CED working together to enhance community policing messaging.

(See Attachment 3)- MRU Unit Order 21-01

2) Evidence of efforts to enhance messaging and awareness of department community policing initiatives and ongoing programs.

Now that Department has an overall Community Policing Strategic Plan with a clear Vision, Values, Goals and Objectives, the Commander of CED worked with MRU to enhance messaging and awareness of the Department's Community Policing Vision, Values, Goals, and ongoing programs. The resulted in the development of the Community Policing Video Messaging Strategy.

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.

(See Attachment 4)- Community Policing Video Messaging Strategy

Once the Video Messaging Strategy was clearly define, the Director of MRU developed five scripts for the production of the video messages. The Director of MRU develop individual



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video messaging scripts, with the purpose of bringing awareness to the community and department's effort to meet the goals outlined in the Community Policing Strategic Plan.

(See Attachment 5)- Video Messaging Scripts

The Community Engagement Division is currently working with MRU on the production of the Community Policing Video Messages. Given current climate, the Department felt a need for the first video to focus on Goal: 4 Relationship Building. 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.

(See Attachment 6)- Email Correspondence.

CalDOJ/HH Prescreen Notes 12/17/20

For compliance measure 2, SFPD focused on video messaging as a way to raise awareness of department community policing initiatives and ongoing programs. Cal DOJ noted that SFPD has engaged in other messaging efforts and should note those here.

Response- to enhance messaging and awareness of department community policing initiatives and ongoing program, the Department utilized video messaging as well as: Department webpage, various social media sources (Twitter, Facebook, Nextdoor,, etc), and Newsletters.

(See Attachment 7)- Screen shots of other messaging efforts.

Attachment List

Attachment 1: DGO 1.08.04 Section C

Attachment 2: Memorandum from LaWanna Preston, SFPD Labor Relations Director

Attachment 3: MRU Unit Order 21-01

Attachment 4: Community Policing Video Messaging Strategy

Attachment 5: Video Messaging Scripts

Attachment 6: Email Correspondence pertaining to video production

Attachment 7: Screen shots of other messaging efforts.