

Recommendation 54.1

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Dear Lieutenant Altofer,

Our office has completed its review of the materials related to Recommendation 54.1 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD expanding its reward and recognition system to include officer decisions that result in de-escalation and good community outcomes. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 54.1: The SFPD should support and recognize proper exercise of power and authority with good community outcomes in addition to traditionally recognized acts of bravery.

Response to 54.1: On March 2, 2020, SFPD proposed updates to Department General Order 3.09, Department Awards, to the Police Commission. The draft Order includes adding a Police Commission and Department Awards Committee commendation recognizing officers who use de-escalation to resolve incidents with an armed subject, or subjects exhibiting violent behavior, with minimal or no use of force. SFPD has also proposed a new Community Oriented Policing and Problem-Solving Award for strategic problem solving to persistent issues and for developing original, self-initiated community-engagement projects. SFPD also proposed instituting an officer-of-the-month and year award.

Since 2015, the San Francisco Mental Health and SFPD Crisis Intervention Team (CIT) has hosted five annual CIT awards Ceremonies. The award recognized officers who used CIT tactics and de-escalation techniques during various incidents. SFPD has proposed moving the CIT award, currently in Department General Order 5.21, to General Order 3.09. The move would coincide with revisions to the award. The proposed language would award officers who demonstrates excellence by resolving critical incidents using crisis-intervention-team principles with minimal to no use of force. The award would come with a ribbon to wear on officer uniforms as well as a monetary award.

The inclusion of a monetary award for the CIT award also appears to satisfy one of the San Francisco Commission on the Status of Women report recommendations (Recommendation 6.4: "Add commensurate monetary awards to Crisis Intervention Awards"). The addition of a

20-60

monetary award places the CIT award, which is more often awarded to women than other SFPD awards, on more similar footing to other officer awards and helps institutionalize respect for non-physical awards. It is promising that SFPD is meeting this recommendation and Cal DOJ encourages SFPD to meet the Commission's related recommendations regarding implicit bias in the commendation selection process and regarding diversity of the commendation review committee.

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. Thank you.

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| Finding # 54 | The SFPD does not have multi-levels of awards and recognition that reward organizational values and goals, such as community engagement and recognition, discretion under duress, and strategic problem solving. |
| Recommendation # 54.1 | The SFPD should support and recognize proper exercise of power and authority with good community outcomes in addition to traditionally recognized acts of bravery. |

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| Recommendation Status | Complete | Partially Complete | In Progress |
| | Not Started | No Assessment | |

Summary

Evidence supports the San Francisco Police Department has considered creating multi-level of awards that reward performance in community engagement and community or strategic problem solving. A revision to the current department general order would create a Police Commission Commendation for community engagement and problem solving and would institutionalize awarding of the commendations. The commendations includes an ornament to be worn on department uniforms in a similar manner as life- saving and other awards of valor.

Rewarding de-escalation that results in good community outcomes is accomplished currently through the Crisis Intervention Team Working Group. Periodically the group recognizes officers who utilized intervention tactics and de-escalation principles to safely resolve incidents involving an individual in crisis. Effective de-escalation of these incidents resulted in good outcomes for the department and the city.

Revisions to department policy would institutionalize the practice of recognizing effective de-escalation by creating the Crisis Intervention Team (CIT) Award, earned by any department member who uses CIT principles to resolve an incident with minimal use of force.

| Compliance Measures | | Status/Measure Met |
|---------------------|---|--|
| 1 | Evidence that department considered expanding reward and recognition system. | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |
| 2 | Evidence of award and recognition for officer decisions that result in de-escalation and good community outcomes. | <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A |

Administrative Issues

DGO 3.09 was calendared for the Police Commission meeting on April 15, 2020 and again on May 20, 2020. There was no meeting on April 15th and this item was removed from the May 20th agenda due to a lengthy agenda. Commissioner Taylor will advise the Commission staff when to place this item back on the agenda.

Compliance Issues



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Finding #54: The SFPD does not have multi-levels of awards and recognition that reward organizational values and goals, such as community engagement and recognition, discretion under duress, and strategic problem solving.

Recommendation # 54.1: The SFPD should support and recognize proper exercise of power and authority with good community outcomes in addition to traditionally recognized acts of bravery.

Response Date: May 8, 2020

Executive Summary:

At present, the San Francisco Police Department ("Department") has a formalized system of awards for recognizing outstanding achievement – Department General Order 3.09, Department Awards. Primarily, these awards recognize bravery, investigative ability and lifesaving efforts. These are commendable and important aspects of police service. However, there are no awards recognizing the proper exercise of power and authority with good community outcomes, which is also an important aspect of police service.

The proper exercise of power and authority with good community outcomes is a key Department value. Members can demonstrate this value by using discretion under duress, employing strategic problem-solving techniques, and committing to community engagement. To promote and reinforce these values and actions, the Department has proposed adding awards for members who engage in conduct that best demonstrates these traits.

Compliance Measures:

- 1) **Evidence the Department considered expanding reward and recognition system.**
 - a. The Department has proposed an update to DGO 3.09 to recognize the professional staff in addition to sworn members in the Department. The Department recognizes the professional staff contributes to the success of the Department and proposes acknowledging their achievements in assisting the Department with reaching its goals. The Department has proposed the following language be added at the beginning of the policy

For the purposes of this General Order, the term "member" includes all members of the San Francisco Police Department.

(see Exhibit 1 – draft DGO 3.09 dated 03/03/2020, page 1, opening paragraph)



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- b. The Department has proposed an update to DGO 3.09 expanding the Police Commission Commendation award to include more than the current standard of 1) actions that do not fall within the criteria for Medal of Valor or the Meritorious Conduct award. The Department proposed recognizing members who 2) use de-escalation during incidents involving a subject armed with a weapon; exhibiting violent behavior; or making a credible threat of violence, and the member resolves the incident with minimal to no use of force, and 3) contribute to the development of programs, policies or procedures that support the Department's mission and goals. The proposed language for Police Commission Commendations includes:

Examples of these acts include, but are not limited to:

1. actions performed while in a uniform or plainclothes assignment that do not fall within the criteria of the Medal of Valor or the Meritorious Conduct Award; or
2. employing de-escalation techniques during an incident involving a subject armed with a weapon, exhibiting violent behavior, or making a credible threat of violence; and the member resolves the incident with minimal to no use of force; or
3. contributing to the development of programs, policies or procedures that support the Department's mission and goals.

(see Exhibit 1 – draft DGO 3.09 dated 03/03/2020, page 3, section F. 2 & 3 – Police Commission Commendation)

- c. The Department has proposed an update to DGO 3.09 to add the Community Oriented Policing and Problem-Solving Awards. This new category of awards recognizes Strategic Problem Solving and Community Engagement and would be below the level of Police Commission Commendation. The proposed language for the new Community Oriented Policing and Problem-Solving Awards is:

COMMUNITY ORIENTED POLICING/PROBLEM SOLVING AWARD. The Community Oriented Policing/Problem Solving Award may be granted to any member of the San Francisco Police Department. There are two types of community-oriented policing/problem solving awards:

1. The Strategic Problem-Solving Award is granted to a member for developing an original approach to solving a significant, on-going problem in an effective way. The problem must be material and must relate to crime, disorder, or quality of life concerns.
2. The Community Engagement Award is granted to a member for developing a creative, innovative, original and self-initiated community engagement project. The project must center on connecting the Department and its members with the community with the goal of building relationships and fostering trust. The project



Collaborative Reform Completion Memorandum

should be sustained for a duration of time, and does not include limited or one-time actions.

(see Exhibit 1 – draft DGO 3.09 dated 03/03/2020, page 3, section G – Community-Oriented Policing/Problem-Solving Award. 1 &2)

These awards would come with a corresponding ribbon to wear on Class AA/A uniforms. (see Exhibit 1 – draft DGO 3.09 dated 03/20/2020, page 5, section C – Successive Awards, and see Exhibit 2- San Francisco Police Memorandum containing photo of Community Award ribbon)

- d. The Department has proposed including the Crisis Intervention Team award in DGO 3.09. While the CIT award is mentioned in DGO 5.21, The Crisis Intervention Team (CIT) Response to Person in Crisis Calls for Service, placing the award in DGO 3.09 raises its prominence and legitimacy for Department and community members. The proposed language for the Crisis Intervention Team award is:

CRISIS INTERVENTION TEAM AWARD. The Crisis Intervention Team (CIT) Award may be granted to any member who demonstrates excellence in the use of CIT principles during an incident, and the member resolves the incident with minimal to no use of force. The CIT Award is granted to members by the CIT Mental Health Working Group (see DGO 5.21, THE CRISIS INTERVENTION TEAM RESPONSE TO PERSON IN CRISIS CALLS FOR SERVICE.)

(see Exhibit 1 – draft DGO 3.09 dated 03/03/2020, page 2, section D – Crisis Intervention Team Award)

In addition, the CIT award would come with a corresponding ribbon to wear on Class AA/A uniforms. (see Exhibit 1 – draft DGO 3.09 dated 03/20/2020, page 5, section C – Successive Awards, and see Exhibit 3 - photo of ribbon)

To reinforce the Department's commitment to discretion under duress and the exercise of power and authority with good community outcomes, the Crisis Intervention Award would come with a monetary reward. (see Exhibit 1 – draft DGO 3.09 dated 03/03/2020, page 4, section B – Reward)

- e. The Department has proposed an update to DGO 3.09 to recognize Officer of the Month and Officer of the Year. The proposed language for Officer of the Month/Year section is:

OFFICER OF THE MONTH/YEAR. The Officer of the Month recognizes one sworn member (officer, inspector, sergeant or lieutenant) each month who uses good community policing practices and advances the "police officer as guardian" culture.



Collaborative Reform Completion Memorandum

On a rotating basis, an Assistant Chief or a Deputy Chief designates one sworn member as the Officer of the Month (January through December). The Officer of the Year is awarded in January of the following year and is selected from the group of twelve sworn members awarded Officer of the Month from the previous year. The Officer of Year is awarded by a majority vote of the civil service rank Captains and sworn members of the Command Staff.

(see Exhibit 1 – draft DGO 3.09 dated 03/03/2020, page 4, section I – Officer of the Month/Year)

- f. The Department has proposed changing the language in DGO 3.09 regarding the composition of the Award Screening Committee to require the Chief of Police to ensure the members of the Award Screening Committee reflect the diversity of the Department. Diversity includes, but is not limited to, race, age, gender, years of service, and assignments. Ensuring diversity among the members of the Awards Screening Committee will assist the Department in preventing implicit bias from impacting which members are nominated for awards. The proposed language for the Awards Screening Committee section includes:

AWARDS SCREENING COMMITTEE

1. COMPOSITION. The Awards Screening Committee shall be comprised of 3 Captains serving a term of one year, with the senior Captain serving as the Chair. The Chief of Police shall ensure that the composition of the Awards Screening Committee reflects the diversity of the Department.

(see Exhibit 1 – draft DGO 3.09 dated 03/03/2020, page 5, section D.1 – Composition)

- g. The Department has proposed adding language to DGO 3.09 encouraging members to nominate fellow Department members for outside awards. The proposed language for the Outside Awards Nomination section is:

OUTSIDE AWARDS NOMINATIONS. Members are encouraged to nominate fellow Department members for awards conferred by outside organizations (California Peace Officers Association Award, International Association of Chiefs of Police Awards, California Highway Patrol "10851" Award, etc.).

1. Members shall submit a memorandum and any supporting documents to their Commanding Officer nominating the member for an outside award. The memorandum shall describe the actions of the fellow member and explain how those actions fall within the criteria for award established by the outside organization.



Collaborative Reform Completion Memorandum

2. The Commanding Officer shall send the memorandum and any supporting documents through the chain of command to the Chief of Police who will forward it to the outside organization, if approved. The nomination for an outside award does not require Awards Committee or Police Commission approval.
3. A member nominated for an outside award is not precluded from being nominated for an internal award(s) described in section I.A – J above.

(see Exhibit 1 – draft DGO 3.09 dated 03/03/2020, page 8, section E.1 – Outside Awards Nominations)

The Department has considered all the above additions and has include them in an updated draft of DGO 3.09, Department Awards, as a way to expand its reward and recognition system. The Department believes these additions to DGO 3.09 will reinforce its organizational values and goals, which include community engagement and recognition, discretion under duress and strategic problem solving. The Police Commission has the final authority on the passage of the above recommendations. An updated draft of DGO 3.09 that includes the above recommendations was scheduled for discussion and possible action at the April 15, 2020 Police Commission meeting. (see Exhibit 4 – notice to public regarding DGO 3.09 being held on April 15, 2020 Police Commission agenda). Due to COVID 19 this meeting was cancelled. The next Police Commission meeting is tentatively scheduled for Wednesday, May 20, 2020, pending mayoral approval. DGO 3.09 will be on the Police Commission May 20, 2020 agenda.

2) Evidence of award and recognition for officer decisions that result in de-escalation and good community outcomes.

Since 2015, San Francisco Mental Health and SFPD Crisis Intervention Team has hosted 5 annual CIT awards Ceremonies at the Scottish Rite Masonic Center Auditorium in San Francisco.

These awards ceremonies have recognized numerous Department members who utilized CIT tactics and de-escalation techniques during various incidents. In all of these incidents, the members utilized their training to formulate plans and implemented tactics that resulted in good community outcomes. (see exhibit 5 – press releases announcing 2015, 2016, 2017, 2018 and 2019 CIT Awards)

For example, the 2019 CIT awardees were:

- Lieutenant Michael McEachern, Sergeant Patrick Tobin, Officer Stephen Collins, Officer Jesse O'Keefe, Officer Alfredo Oropeza, and Officer Jennifer Vical: In May 2017, these officers utilized CIT training techniques to build a rapport with and disarm an agitated man cutting his neck and wrists with a broken bottle.



Collaborative Reform Completion Memorandum

- Sergeant Joshua Espinoza, Officer Omar Alvarenga Jr., and Officer Christina Galande: In April 2017, the officers used time and distance to encourage a suicidal individual to come down from the roof of a building for medical evaluation and treatment.
- Sergeant Tracy McCray, Officer Ricard Andreotti, and Officer Eddieberto Martinez: In February 2018, these officers utilized CIT de-escalation techniques to convince a man seeking "suicide by cop" to disarm himself in order to be taken into custody to receive treatment.
- Officer James Frisk: In February 2017, Officer Frisk used time and distance and Facetime to establish a rapport with a suicidal man barricaded in a hotel room with a knife. Officer Frisk talked the subject into putting down the knife, enabling the man to be detained for a mental health assessment.
- Officer Kenneth Anderson: In January 2018, Officer Anderson used empathy and active listening skills to convince an armed man barricaded inside a house to release his elderly father. The suspect was subsequently taken into custody without any use of force.
- Sergeant Erick Anderson: In March 2018, Sgt. Anderson successfully talked an armed man into disarming himself to be transported for a mental health assessment. The man had previously fired several shots in front of his home and indicated that he wished to commit "suicide by cop."
- Sergeant Marilu Ramos and Sergeant Richard Yick: In December 2017, Sgt. Ramos and Sgt. Yick responded to a report of shots fired inside a multilevel San Francisco building. Sgt. Ramos was able to locate and report on the movements of the armed and agitated suspect. Sgt. Yick established rapport with the man, calmed him down and was able to gain compliance to peacefully resolve the situation.
- Sergeant Jennifer Hennessey-Jones and Sergeant Maureen Leonard: In June 2017, Sgt. Hennessey-Jones and Sgt. Leonard utilized Hostage/Crisis Negotiations Team training to facilitate the surrender of a man with a knife barricaded inside a housing complex.
- Sergeant Jasmine Suguitan: In July 2016, Sgt. Suguitan used time and distance and de-escalation skills to enable the peaceful surrender of a mentally disturbed man who had assaulted officers with chemicals, booby-trapped the entrance of his home and threatened to blow up the house.
- Sergeant Angela Rodriguez and Officer Richard Morgante: In February 2018, Sgt. Rodriguez and Ofc. Morgante encountered a man experiencing mental health issues in an SFO parking garage. Ofc. Morgante used communication and de-escalation tactics and Sgt. Rodriguez contacted the man's family to determine his medical background.



Collaborative Reform Completion Memorandum

The man was detained without incident and transported for a hospital evaluation. When he returned to the airport, Sgt. Rodriguez encountered him, contacted his relatives and personally arranged for his transportation to his family.

- Public Safety Dispatcher Samantha Conway: In May 2017, San Francisco Department of Emergency Management Dispatcher Samantha Conway handled a crisis call from a distraught father concerned his mentally ill son might attempt "suicide by cop" in the City. Ms. Conway helped de-escalate the situation by following her training and providing comprehensive information on the crisis to assist the Department.

Attachments:

- **Exhibit 1:** San Francisco Police Department General Order 3.09 (Draft)
- **Exhibit 2:** San Francisco Police Department Memorandum containing photo of Service Ribbon
- **Exhibit 3:** Photo of Crisis Intervention Ribbon
- **Exhibit 4:** Notice to public regarding DGO 3.09
- **Exhibit 5:** Press releases announcing 2015, 2016, 2017, 2018 and 2019 CIT Awards