

Fw: Recommendation 40.5

[REDACTED]

[REDACTED]

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From: Gabriel Martinez [REDACTED]
Sent: Friday, February 21, 2020 3:36 PM

[REDACTED]

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Dear Captain Bailey,

Our office has completed its review of the materials related to Recommendation 40.5 that have been submitted to us as part of the collaborative reform process. This package focused on SFPD developing community policing goals that are incorporated into the CompStat

20-59

processes. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 40.5.: The SFPD should develop specific measurable goals for community policing engagement within six months of the issuance of this report and ensure these measurements are incorporated into the department's CompStat processes.

Response to 40.5: The San Francisco Police Department developed a Community Policing Strategic Plan (Strategic Plan) with input from the community. The Plan outlines five goals and twenty-one objectives on: (1) communication; (2) education; (3) problem-solving; (4) relationship-building; and (5) SFPD organization.

The Community Policing Executive Sponsor Working Group, comprising city agencies, nonprofits, and members of the public, helped formulate fourteen minimum, measurable community-policing requirements for each District Station. These requirements have been implemented as part of the Strategic Plan and will also be published in SFPD's Community Engagement Department Manual and the forthcoming revised Department General Order 1.08 (Community Policing). The requirements include weekly newsletters, an academy community immersion program, various events (e.g., coffee with a cop), and community police advisory boards. Commanding officers at each District Station are tasked with communicating the status of community policing engagement during CompStat meetings. SFPD has produced documents from a Crime Strategies Analysis Meeting (CSAM) to demonstrate that community policing strategies and events are, in fact, incorporated into the CompStat processes. SFPD's Community Engagement Division will evaluate community engagement events in annual reports that summarize what is occurring at each district station, review best practices, and make changes at district changes accordingly. Additionally, there are routine evaluation surveys regarding the community immersion course, semi-annual audits of station newsletters, and other measures to audit the effectiveness of community engagement.

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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Hillard Heintze File Review Recommendation # 40.5

Finding # 40	The SFPD does not formalize community engagement in support of community policing practices.
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Recommendation # 40.5	The SFPD should develop specific measurable goals for community policing engagement within six months of the issuance of this report and ensure these measurements are incorporated into the department's CompStat processes.
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Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

After reviewing the RFI response, Compliance Measures 1, 2, and 4 have been met. Compliance Measure 3 is not applicable. The department developed a community policing strategic plan that included measurable goals for community engagement. Evidence submitted include some evidence that community engagement is being considered in department CSAM meetings but the submitted documents does not specifically identify the community problems at issue. The team will continue to monitor implementation to ensure practices are institutionalized.

Prior to forwarding to Cal DOJ, the Department will need to revise the response to specify that in future CSAM meetings Captains will address community engagement in terms of problems identified and planned solutions rather than identifying activities. The next CSAM meeting should include follow-up on this action.

Administrative Issues

Compliance Issues

Compliance Measures		Status/Measure Met
1	Development with input from the community of measurable goals for community policing engagement.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Evidence that the measurable goals are incorporated into the department's Compstat processes.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Development completed by April 12, 2017.	<input type="checkbox"/> Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> N/A
4	Review or audit to assess effectiveness.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A



Collaborative Reform Completion Memorandum

Finding # 40: **The SFPD does not formalize community engagement in support of community policing practices.** The SFPD does not have a comprehensive, strategic community policing plan that focuses priorities, resources, programs and activities for the department. Community policing involves partnerships, problem solving, and organizational transformation. In order to be a true community policing department, the SFPD needs to ensure the entire department is following the tenets of community policing systematically and strategically. The SFPD needs to bring the community to the table in order to establish comprehensive community policing resources, programs and activities.

Recommendation # 40.5: The SFPD should develop specific measurable goals for community policing engagement within six months of the issuance of this report and ensure these measurements are incorporated into the department's CompStat (CSAM) processes.

Response Date: 04/30/19

Executive Summary:

The San Francisco Police Department believes that community policing is an organizational philosophy and is a strategy of policing that focuses on building ties and working closely with members of the community. SFPD has embodied community policing by building relationships with the community through interaction and collaboration with local city agencies, nonprofit organizations, community agencies, and members of the public by creating partnerships and strategies for reducing crime and disorder. Community policing is promoted through every Bureau, District Stations, Unit and Detail, guided by the five goals and twenty-one objectives which are outline in the Department's overall Community Policing Strategic Plan.

Compliance Measures:

1) Development with input from the community of measurable goals for community policing engagement.

The Community Policing Executive Sponsor Working Group is comprised of local city agencies, nonprofit organizations, community agencies, members of the general public, as well as activist groups that in the past have not been fully supportive of the SFPD. In collaboration with this group, the SFPD formulated a plan that each district station will have yearly measurable community policing goals that include the following minimum activities:



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Weekly Newsletter

The purpose of the weekly newsletter is to connect the community with their district station. The newsletter provides the community with information on how to contact their district station, station's captain and staff. It also provide insight to what is transpiring in the district, such as community meetings, community/station events, etc. It also provides information regarding traffic enforcement, arrest, crime summaries, crime statistics and crime prevention.

Annual National Night Out

National Night Out is a community police event in the United States held the first Tuesday of August. SFPD utilizes this event to work in collaboration with the community as well as city organizations to increase awareness about police programs in communities, such as drug prevention, town watch, neighborhood watch, and other anti-crime efforts. These events are usually organized by the district station's community liaison officer in conjunction with the Community Engagement Division and community based organizations. These events usually consist of small festivals within every district that include but are not limited to: live music, food, entertainment, dancing, visits from emergency personnel (Police, Fire, Paramedic), with safety demonstrations, exhibits and projects for all residents.

Weekly Event Conference Call Update (Fridays)

This is a conference call with all of the District Captains, FOB, and the Command Staff to outline weekly events which is in addition to the monthly CSAM meetings. During these conference calls, District Captains will discuss any upcoming community engagement events that are occurring in their district that requires participation at the district station level. The purpose of this conference call is to bring informational awareness to the leaders of the department.

Academy Community Immersion Program

The SFPD Academy has added Community Immersion to its curriculum. Community Immersion Courses are usually conducted within the first two weeks of the Academy class. The Academy Staff coordinates with the Community Engagement Division and the District Captains to design an Immersion that is specific to their district's community and culture. It is designed to give the recruits knowledge of various San Francisco neighborhoods and interactions with the various diverse communities. On these visits, the recruits learn about the culture/history and are exposed to the diversity of San Francisco. The recruit class is given the opportunity to meet and interact with community members on a more intimate level.

Coffee (or...) with a Cop

Coffee with a Cop is on a mission to improve trust building relationships- one cup of coffee at a time. This was a simple plan developed by the Hawthorne Police Department to break through the barriers that have been built over the years via a cup of coffee. In less than five years, Coffee with a Cop events have been hosted in all 50 states and is one of the most successful community oriented policing programs across the country. Each district host a least one coffee with a cop event in their district. SFPD has expanded on this concept by not limiting it to just coffee with a cop but we allow officers to fill in the blank with their hobbies and interest such as: shopping with a cop, fishing with a cop, hiking with a cop etc. Coffee (or...) with a Cop has



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opened the door for positive interaction with the community and also with the youth. This allows interaction with the community outside of crisis situations that typically bring law enforcement officers and community members together which has been great for relationship and trust building.

Featured Officer of the Month

Each district station's Captain chooses an Officer(s) to feature in the weekly newsletter. This includes a short biography of the featured Officer(s) as well as the Officer(s) contributions and affiliation with the district station which is print along with a photo of the Officer(s) in the weekly newsletter. This allows the community to connect with the officers in their district on a more personal level.

Featured Citizen of the Month

Each district station Captain chooses a citizen/community member to feature in the weekly newsletter. This is usually someone in the community that the Captain would like to recognize for their service or dedication to the community. It can also be a community member that the Captain would just like to just feature. The biography and photo of the citizen/community member is printed in the weekly newsletter. This gives the officers the opportunity to get to know the community members in their district.

Community Police Advisory Board (CPAB)

This group provides community members with an opportunity to provide information and advice to their District Captain regarding their respective area and to take information from the police department back to their community. Each district station is required to have its own CPAB. This group meets monthly to discuss crime and quality of life issues. The group usually has two co-chairs, one being the District Station Captain and the second being a civilian community member voted on by the membership. This group serves as a liaison between the District Station Captains and the community.

Designation of a Community Liaison Officer

Each District Station has a Community Liaison Officer who is designated by the District Captain. The role of this Officer is to have daily interaction with the community. They serve as a liaison between The Community Engagement Division, their district station and the community to work on formalized problem solving. They are also the front runner in the coordination of: The Annual National Night Out, Coffee with a Cop, Principal's Breakfast, work as a liaison between the CPAB, Prepare Annual Community Engagement Calendar with monthly events, Create a Community Engagement budget, Coordinate monthly Community Relations Meetings, and ensure that the community is aware of the Community Engagement events via social media strategy such as: Twitter, Facebook and Website.

Monthly Police Community Relations Meeting

Each District Captain hosts a monthly community meeting in their stations community room or other designated location within the district. The community as well as some city agencies are invited to these meetings. The objectives of these meeting are to engage with the community.



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To hear the concerns of the community and to give the community status updates on current events, crimes/arrest that may have occurred within their districts. This is also an opportunity for the community and other city agencies to come together, hear each other's concerns, and to work together on problem solving solutions.

Principal's Breakfast

Each District Captain Plans a Principal's breakfast. This is usually held at the beginning of the school year for each principal at every school in their district. This event is usually held at the district station or at a local café/restaurants. This is done so that the Captain, Officers and SRO's are able to get to know each Principal in the district in order to build relationship and trust with one another.

Meet the Beat Events

This event is coordinated by the District Captains, Community Liaison Officer and the Perspective Beat Officers. It is held at least twice a year after each signups so that the local merchants, business owners and community members can meet and get to know their Beat Officers. This event is promoted via social media, announcements at community meetings and literature to be given out by the Beat Officers. On some of the larger foot beats, Captains have their foot beat officer adopt a block. Where they are responsible to maintain relationships with the merchants of that block. This has been done as a way to ensure that the merchants know and have relationship with the Beat Officers.

Social Media Strategy: Twitter, Facebook and Website

Each stations should have a strategy for engaging the community via social media. Each station has either a Twitter, Facebook or Webpage where community engagement events as well as station news can be posted and viewed by the community.

Monthly \$200 Community Engagement Spending Plan

Each District Station is given a monthly budget/allowance to fund monthly community engagement event at the station level. Each District Captain has the Community Liaison Officer plan a yearly community engagement calendar emphasizing at least one community engagement event per month. The Liaison Officer creates a proposed budget for the monthly events and the \$200 is used to support community events.

2) Evidence that the measurable goals are incorporated into the department's Compstat (CSAM) processes.

In order to ensure that the department is following the tenets of community policing systematically and strategically, the department requires the Commanding Officer of every District Station to prepare an Annual Community Policing Plan by December 1st of each year which is then implemented January 1st of the following year. This annual plan contains a list of community engagement activities that is the minimum community policing requirement for each District Station. These minimum community policing activities will serve as a measureable goal that each District Commanding Officer reports on during the monthly Crime Strategies and Management Meetings (CSAM). *{CSAM is where the*



Collaborative Reform Completion Memorandum

Command Staff, Department Captain's and Lieutenants from the Field Operations Bureau (FOB and Investigations Bureau meet to discuss crime strategies. These meeting occur every two weeks alternating between the Golden Gate and Metro Divisions.)

3) Development completed by April 12, 2017.

The majority of the items listed in response to this recommendation were already the practice of the department. What the department realized was that each district station was doing things differently according to the style of the District Captains. In order to bring uniformity to community policing, the department worked in collaboration with the Community Policing ESWG to create a policy that would reflect these best practices and create uniformity. The Community Policing ESWG met on 11/09/17 where this plan of minimum community engagement activities was discussed. With the input from the community a policy was created which will be reflected in the new Community Policing Department General Order and new Community Policing Department Manual. As of January 1, 2018 this more uniformed plan is currently being implemented at all of the District Stations.

4) Review or audit to assess effectiveness.

It is the goal of the department to measure the effectiveness of these minimum community engagement activities with a community policing annual report. Each station will provide a report that showcases all of the community engagement activities from their district. This report will be shared at the monthly CSAM meetings to continue the conversation on community policing and best practices.

Currently, The Community Liaison Officers meet with the Community Engagement Division monthly to ensure that these community engagement activities are consistent and continual throughout all the District Stations. In addition, the department conducts routine evaluations surveys that are given out to each academy class to determine the effectiveness of the community immersion course. Captains also complete annual evaluations of the CPAB groups to ensure that the needs of the community are being met. The Community Engagement Division conducts semi-annual audits of each stations newsletters for content, frequency, and publication.

For the future, the department is working on online surveys with direct links from the department's and/or district station's website for the community to evaluate community events for effectiveness. This will be used to determine best practices in conjunction with the previously mention reviews and audits.

All of these requirements outlined in this recommendation have been implemented and will be reflected in new Department General Order 1.08 and the Community Policing Department Manual 2.