

## Recommendation 42.2

Tanya Koshy [REDACTED]

Mon 2/1/2021 10:32 AM

[REDACTED]

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 42.2 that were submitted as part of the collaborative reform process. After reviewing the package and information provided by SFPD, the California Department of Justice finds as follows:

### Recommendation 42.2:

The SFPD should create an overall structure to manage the department's approach to community policing driven by a committee of senior leaders and district captains.

### Response to Recommendation 42.2:

As a threshold step to implement this recommendation, SFPD restructured its Command in 2017 to place the Community Engagement Division (CED) under the Field Operations Bureau (FOB). A Commander oversees the CED and supports the efforts of all stations, bureaus, and assignments to promote community oriented policing. The CED Commander does this in collaboration with the Commanders of the various Department bureaus (FOB, Special Operations, Investigations, etc.). The CED must also host community events and programs to build community trust and must also work with the Media Relations Unit to provide information to the community.

District station Captains must also permit their officers to devote time to community events, relationship-building, and other activities consistent with the Department's overarching community policing strategic plan.

To ensure that senior leaders and Captains drive community policing for the Department, SFPD has established the Internal Review Committee, consisting of the FOB Deputy Chief, Commanders of Golden Gate and Metro Division, and the ten District station Captains. SFPD states in the recommendation package that the "Captain's monthly meetings currently serve as the Internal Review Committee." During a January 11, 2020 meeting with our office and Hillard Heintze, SFPD clarified what it meant by this statement: SFPD will hold an Internal Review Committee meeting in January of each year and that, on top of that annual meeting, community policing best practices are discussed during the Captain's monthly meeting. The Captain's monthly meeting is facilitated by the CED Commander and is attended by the district station Captains assigned to FOB. In this meeting, the CED Commander and district station Captains discuss their community policy efforts.

These various processes, aside from the Captain's monthly meeting, are in their infancy stage. This is in part because these processes were only recently codified in Department General Order (DGO) 1.08. SFPD presented the draft revised version of DGO 1.08 to the Police Commission on October 7, 2020 and the Police Commission approved the version for purposes of meet and confer with the San Francisco Police Officers Association (SFPOA). Two months later, on December 8, 2020, DHR advised SFPD that it has completed meet and confer with the SFPOA and the DGO 1.08 can now go before the Police Commission for approval. The Police Commission has

calendared approval of DGO 1.08 for February 10, 2020, four months after SFPD first presented the DGO to the Police Commission.

Though unrelated to substantial compliance, the California Department of Justice notes that the lengthy meet and confer on DGO 1.08 reflects how external barriers outside of SFPD's control hinder SFPD's ability to maintain progressive policies. In any event, SFPD has demonstrated that its community policy efforts are driven by senior leaders and district station Captains.

Based on the all of the above, the California Department of Justice finds SFPD in substantial compliance with this recommendation.

Please let us know if you have any questions or would like to discuss this further. Thank you.

Tanya

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**Finding # 42**

The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.

**Recommendation # 42.2**

The SFPD should create an overall structure to manage the department's approach to community policing driven by a committee of senior leaders and district captains.

**Recommendation Status**

**Complete**      **Partially Complete**      **In Progress**  
**Not Started**      **No Assessment**

**Summary**

Compliance Measures 1, 2 and 3 have been met.

The SFPD developed a community policing plan to assist in managing the department's community policing approach. The Strategic Plan and DGO 1.08 Community Policing identify how senior leaders and commanders have a primary role in leading the department's community policing and engagement effort.

The Strategic Plan is sufficient to support compliance with the recommendation. However, DGO 1.08 Community Policing assures the department's community policing focus becomes institutionalized.

**Compliance Measures**

**Status/Measure Met**

|          |   |  |                                    |                                     |
|----------|---|--|------------------------------------|-------------------------------------|
| <b>1</b> | Structure created to manage approach to community policing. | <input checked="" type="checkbox"/> <b>Yes</b> | <input type="checkbox"/> <b>No</b> | <input type="checkbox"/> <b>N/A</b> |
| <b>2</b> | Process is led by senior leaders and district captains.     | <input checked="" type="checkbox"/> <b>Yes</b> | <input type="checkbox"/> <b>No</b> | <input type="checkbox"/> <b>N/A</b> |
| <b>3</b> | Review loop to monitor progress and growth.                 | <input checked="" type="checkbox"/> <b>Yes</b> | <input type="checkbox"/> <b>No</b> | <input type="checkbox"/> <b>N/A</b> |

**Administrative Issues**

The review team reminds the SFPD that the department should include DGO 1.08, once promulgated, in this submission as it strengthens the Department's response.

**Compliance Issues**





## Collaborative Reform Completion Memorandum

**Finding # 42:** The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.

**Recommendation #42.2:** The SFPD should create an overall structure to manage the department's approach to community policing driven by a committee of senior leaders and district captains.

**Response Date: 11/09/2020**

### **Executive Summary**

To ensure that community policing is systematically occurring across the department, the Department restructured Command and reassigned the Community Engagement Division to the Field Operation Bureau (FOB). This was the first step the Department took in order to create an overall structure driven by the Department's senior leaders and district captains to manage the Department's approach to community policing. The Community Engagement Division is currently under the senior leadership of the Deputy Chief of the Field Operations Bureau (FOB) with a Commander who oversees its operations and a Captain that commands the Division.

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 ensures that the Community Engagement Division (CED) provides an overall Department structure and framework to enhance community relationships in our City. The Commander of CED works collectively with the Commanders of FOB (Golden Gate and Metro), and the FOB District Captains, to support the effort of all district captains by promoting community oriented policing and problem solving policies, procedures and practices. The Community Engagement Division is responsible for reviewing and auditing the community policing outreach and efforts throughout the department for review and improvement. This is done by reviewing community evaluations forms, surveys and after action reports in order to gauge effectiveness of programs and areas of improvement. The Role of the Community Engagement Division is further codified in the new Community Oriented Policing DGO 1.08.

The Accountability section of DGO 1.08 refers to an Internal Review Committee. The Captain's monthly meetings currently serve as the Internal Review Committee. This committee of senior leaders and district captains consists of: Deputy Chief of Field Operations, Commanders of Golden Gate and Metro Division, and ten District Captains. This Committee along with CED manages the department's overall approach to community policing by reviewing the department's community policing efforts, discussing cross organizational goals and recognizing district captains engaged in best practices utilizing them as peer trainer for other captains.





## Collaborative Reform Completion Memorandum

### Compliance Measures:

#### 1) Structure created to manage approach to community policing.

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 ensures that the Community Engagement Division (CED) provides an overall Department structure and framework to enhance community relationships in our City. The Commander of CED works collectively with the Commanders of FOB (Golden Gate and Metro), and the FOB District Captains, to support the effort of all district captains by promoting community oriented policing and problem solving policies, procedures and practices. The Community Engagement Division is responsible for reviewing and auditing the community policing outreach and efforts throughout the Department for review and improvement. This is done by reviewing community evaluations forms, surveys and after action reports in order to gauge effectiveness of programs and areas of improvement. The role of the Community Engagement Division is further codified in the new Community Oriented Policing DGO 1.08.

- CED was moved to FOB with Commander put in place to lead the Division. Although it is expired, DB 17-166 is included to show the timeline of events.
- Department Bulletin 19-173 shows the Organization of SFPD Command Staff, which continues to show that there is a Commander of CED and CED is under the command of FOB.
- Department Bulletin 19-093 was issued 04/29/19 which defines the current CED, the units and programs it oversees.
- (See Attachment 1) –Department Bulletins: 17-166, 19-173, 19-093

The Accountability section of DGO 1.08.05 refers to an Internal Review Committee. The Captain's monthly meetings currently serve as the Internal Review Committee. This committee of senior leaders and district captains consist of: Deputy Chief of Field Operations, Commanders of Golden Gate and Metro Division, and ten District Captains. This Committee along with CED manages the department's overall approach to community policing by reviewing the department's community policing efforts, discussing cross organizational goals and recognizing district captains engaged in best practices and utilizing them as peer trainer for other captains. DGO 1.08.05 B (Internal Community Policing Discussions) Accountability Section (See Attachment 2) states "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".





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*This draft of DGO 1.08 was accepted by the Department through internal concurrence, adopted by the Police Commission on October 7, 2020 and is currently in the meet and confer process.*

### **2) Process led by senior leaders and district captains.**

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 ensures that the Community Engagement Division (CED) provides an overall Department structure and framework to enhance community relationships in our City. The Commander of CED works collectively with the Commanders of the Field Operation Bureau (Golden Gate and Metro), and to support the effort of all District Captains by promoting community oriented policing and problem solving policies, procedures and practices. San Francisco Police Department Bulletin 17-166 discusses the restructure of command in regards to the Community Engagement Division. San Francisco Police Department Bulletin 19-173 discusses the organization of the San Francisco Police Department Command Staff. San Francisco Police Department Bulletin 19-093 discusses the setup and responsibilities of the Community Engagement Division. The Community Engagement Division is responsible for reviewing and auditing the community policing outreach efforts throughout the department for review and improvement.

To ensure that the Community Engagement division is not working alone and community engagement practices are occurring within the department; the Commander of CED discusses community policing efforts at the Captain's monthly meetings. The Captain's monthly meetings currently serve as the Internal Review Committee as discussed in Department General Order 1.08 The committee consist of: Deputy Chief of Field Operations, Commanders of Golden Gate and Metro Division, and ten District Captains. This Committee along with CED manages the department's overall approach to community policing by reviewing the Department's community policing efforts, discussing cross organizational goals and recognizing District Captains engaged in best practices, utilizing them as peer trainer for other captains.

### **3) Review loop to monitor progress and growth.**

The Commander of the Community Engagement Division is responsible for ensuring that the Department's community policing outreach and efforts are coordinated, monitored and evaluated. The Commander works with the Deputy Chief of Fields Operations to ensure that this information is monitored and discussed at the Captain's Monthly meetings, this serves as the review loop to monitor progress and growth.





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For example: To demonstrate the Department's commitment to Procedural Justice, the Department expanded its outreach to educate the community on the most current Department policies, procedures and investigations for: Use of Force, Officer Involved Shootings, Officer Conduct and Members of the Public Complaint and Commendation Process. The Department recognizes that there are concerns from the community regarding whether there may or may not be a disproportional amount of uses of force. In order to hear the community's voice, promote transparency and accountability the Department has committed to promoting transparent dialogue regarding these issues. FOB unit orders were issued to the District Captains to ensure that these community policing efforts are systematically occurring throughout each district. This is monitored through the discussion of these unit orders at the Captain's monthly meetings.

On 9/28/2020 at the Field Operations Bureau Captain's Meeting numerous bureau orders were discussed with District Station Captains including, Bureau Order 20-02 (Newsletter Requirements), Bureau Order 20-03 (Community Meeting on Officer Conduct, Bias Free Policing, Citizen Complaints/Commendations), Bureau Order 20-01 (21<sup>st</sup> Century Policing discussions for Captain to have at their community meetings and forums)(See Attachment 3). This discussion per Commander Fong, the Commander of Community Engagement, was very effective in discussing progress and growth in community policing within the Department (See Attachment 4).

### **During a prescreen call with Hillard Heintze and California Department of Justice on 11/05/2020 Recommendation # 42.2:**

The SFPD should create an overall structure to manage the department's approach to community policing driven by a committee of senior leaders and district captains.

Cal DOJ and Hillard Heintze asked about the status of DGO 1.08. SFPD explained that the draft was accepted by the Department through internal concurrence, adopted by the Police Commission on October 7, 2020, and is currently in the meet and confer process that is expected to conclude in the coming weeks. Cal DOJ and Hillard Heintze asked that SFPD wait to submit the recommendation for formal submission until after the policy passes meet and confer, assuming it remains substantively the same. Additionally, Hillard Heintze suggested that SFPD could indicate what the command leaders will do in the 2001 form by citing to the DGO.

### **Response to Request:**

San Francisco Police Department General Order 1.08.05 1. Internal Review Committee "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 sever as peer to peer



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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”.

San Francisco Police Department General Order 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.”

An addendum to this recommendation will be uploaded once the meet and confer process is completed for DGO 1.08.

### **Attachments:**

Attachment #1: San Francisco Police Department Bulletin 17-166, 19-173, 19-093

Attachment #2: San Francisco Police Department DGO 1.08

Attachment #3: San Francisco Police Department Bureau Orders

Attachment #4: Agenda from Captain’s monthly meeting





## Collaborative Reform Completion Memorandum

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**Response Date: 12/10/20**

### ADDENDUM:

On November 05, 2020, the California Department of Justice (CalDOJ) and Hillard Heintze along with PSPPU reviewed Community Policing Recommendation 42.2. It was concluded that the recommendation was responsive to all compliance measure. However, both CalDOJ and Hillard Heintze requested that the San Francisco Police Department delay submitting the recommendation for formal submission until San Francisco Police Department General Order 1.08 – Community Policing passed the meet and confer process with the San Francisco Police Officer's Association.

On December 09, 2020, PSPPU was contacted by the current SFPD Director of Labor Relations and informed that DGO 1.08 has concluded the meet and confer process and will be presented to the San Francisco Police Commission for review and approval. The Director memorialized the notification in a memorandum, which is attached hereto as supporting evidence.

*I am pleased to notify the Strategic Management Bureau that the Department and the San Francisco Police Officers' Association has concluded the meet and confer on Department General Order 1.08 "Community Policing". Attached is the language that the parties have agreed to, and the matter will be referred to the Police Commission for final adoption.*

DGO 1.08 will be calendared with the Police Commission in January 2021, but a specific date has not yet been identified.

The attached memorandum will be added to the recommendation package and the newly edited package will be uploaded in PowerDMS and submitted to Hillard Heintze for external review.

**ACT CAPT. ERIC J. ALTORFER #151**

Professional Standards & Principled Policing Unit  
Acting Captain Eric J. Altorfer