



Recommendation 42.4

Tanya Koshy [REDACTED]

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To: McGuire, Catherine (POL) [REDACTED]; Scott, William (POL) [REDACTED]
[REDACTED]
[REDACTED] Altorfer, Eric (POL)
[REDACTED]
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Dear Acting Captain Altorfer,

Our office has completed its review of the materials supporting implementation of Recommendation 42.4 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 42.4: The SFPD should provide information technology support to districts to help develop newsletters that are easily populated and more professional in appearance. Creating a uniform newsletter architecture and consistent format that allows for easy data and content uploading would create efficiencies and help develop a greater sense of community.

Response to Recommendation 42.4:

SFPD has standardized its newsletters across stations. In the fall of 2017, SFPD created a working group to create uniform standards for its district station newsletter. The working group was formed because the Community Engagement Division had reviewed all of its district station newsletters and found that the newsletters were not consistent in format and district stations were not all publishing them on regular basis. The working group created a Newsletter Requirements Document which outlined the required format and content for all newsletters. The Newsletter Requirements Document was presented to the Community Policing Executive Sponsor Working Group in the fall of 2019 and the Working Group provided feedback that was later integrated into the final version of the document. Each district station's newsletters must comply with the Newsletter Requirements Document's requirements.

To facilitate the uniformity and professional design of newsletters, SFPD created a newsletter template for all of the district stations. SFPD also installed Microsoft Publisher on computers at each district station and officers at each district station are trained on how to use this software. Each district station uses the software to design the newsletters, which are then converted to PDF and uploaded to the SFPD website. District stations also use MailChimp to email the newsletters. SFPD provided examples of recently published newsletters from each of the district stations and the newsletters have a consistent, professional design that conveys various news, events, and issues for each district station.

To address the inconsistency in newsletter publication, the Community Policing Strategic Plan requires district stations to publish newsletters on a weekly basis. SFPD acknowledges that the COVID-19 pandemic has strained district station resources and district stations have not been able to keep up with that frequency. The California Department of Justice and Hillard Heintze agree that the frequency of newsletter publication is not relevant to its substantial compliance with this recommendation.

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.

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 # 42.4: The SFPD should provide information technology support to districts to help develop newsletters that are easily populated and more professional in appearance. Creating a uniform newsletter architecture and consistent format that allows for easy data and content uploading would create efficiencies and help develop a greater sense of community.

RFI Response Date: 09/10/20

Executive Summary:

In September 2017, the Community Engagement Division conducted an audit of the newsletters from each district station looking at content, consistency in format, and distribution. It was discovered that some, but not all District Stations were publishing newsletters on a regular basis, and the newsletters were not consistent in format. The Department conducted an internal best practices review and it was determined that Park, Richmond, and Central Stations had the best newsletters as it pertained to consistency in format and content.

In October 2017, a newsletter working group was formed, which consisted of a representative(s) from Central District, Park District, Richmond District, Professional Standards and Technology Divisions. This working group developed a *SFPD Newsletter Requirements Document* in order to create a standard format for department newsletters. Central and Park stations created drafts of the new newsletters using these requirements with the Microsoft Publisher Software. The requirement document and the drafts of the newsletters were presented at the Community Policing Executive Sponsors Working Group (ESWG) meeting on 9/13/19, where feedback was given and integrated into the newsletter format and requirements. Utilizing the best practice feedback and the SFPD newsletter requirements list, a template was created that is now being utilized by all district stations. Each district station now delivers (at minimum) on a monthly basis, a standardized format newsletter--which allows for easy data and content uploading--that is distributed to the community.

Compliance Measures:

1) Evidence of technology support to district to develop newsletters.

Microsoft Publisher is installed on computers at each district station. Officers at each district station were trained on how to use Microsoft Publisher to create a district station newsletter.

In 2017, the Information Technology Division set up a training class to show officers how to create a PDF version of the standardized district station newsletter. The goal was to teach easy data and content uploading to the stations, and easy distribution of the newsletter via email.



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District stations were provided Mailchimp accounts to manage their distribution and community subscribers. The "Core Team and Community Meeting Information" sheet is attached to show evidence where the Core Working Group developed the *SFPD Newsletter Requirements Document* (See Attachment 1). This document outlines what uniformed format is to be used for the newsletter.

San Francisco Police Department General Order 1.08--which is scheduled to be adopted by the San Francisco Police Commission on September 09, 2020-- includes a section on page 8 regarding weekly district station newsletters (See Attachment 2). The General Order states "District Station Captain shall Publish a weekly newsletter (following the newsletter guidelines outlined in DM2) with the support and resources of the Department's Media Relations Unit and Technology Division". Additionally, San Francisco Police Department Manual #2 Community Policing and Problem Solving, page 6, general recommendations are listed on style and format of the newsletter (See Attachment 3).

2) Evidence of uniformed architecture and consistent format of newsletter.

Pursuant to the Hillard Heintze Request for Information (RFI) in 2019, SFPD completed compliance measure 2 as part of the department's initial response. A list of agreed upon requirements is available in order for all district stations to create newsletters that are uniform in architecture and content. This document has been created and reviewed by the representatives of Central, Richmond, and Park stations, Professional Standards, IT and some members of the community. (Attachment 1)

San Francisco Police Department Bureau Order 20-02 (Attachment #4) issued on 08/29/2020 titled "Newsletter Requirements", lays out the procedures to establish a standard format for the district station's newsletters. The last section of the order "Accountability and Review" states that the Community Engagement Division will be responsible for conducting quarterly audits and review of each district stations webpage for posting newsletters, newsletter content and order. An example of a sample newsletter is attached to the above listed Bureau Order.

3) Evidence of easy data and content uploading and professional appearance.

Each district station has been provided the technological support to create the newsletter using Microsoft Publisher. Once the newsletter is created, it is saved as a PDF in order to allow for easy data content uploading. The PDF version of each newsletter is then uploaded to each station's webpage for public viewing. The main San Francisco Police Department website also has digital copies for upload of the newsletter for the public to download.

To provide evidence of easy data and content uploading and professional appearance a newsletter from each district station throughout the 2020 calendar year is included in this submission. 2020 Newsletters have been provided from all ten districts stations:

- Bayview Newsletter
- Central Newsletter



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- Ingleside Newsletter
- Mission Newsletter
- Northern Newsletter
- Park Newsletter
- Richmond Newsletter
- Taraval Newsletter
- Tenderloin Newsletter
- Southern Newsletter

(See Attachment #5)

4) Evidence of template used by districts and distribution to community.

Pursuant to this RFI in 2019, Hillard Heintze determined SFPD completed compliance measure 4 as part of the department's initial response. This assessment is clear that District Stations are using a similar template to assist in guiding the content of their newsletters. From the documents provided, it is clear that District Stations are using a uniform template to assist in guiding the content of their newsletters. Please see the newsletters attached as discussed in compliance measure 3.

Each district station uses Mailchimp that allows each station to send out the newsletter to the community via email. Every District Station Website allows users to quickly subscribe to news from their district using an email. (See Inset Screenshot)

The screenshot shows a dark blue navigation bar with five menu items: "Get Service" (File police reports, permits and other documents), "Stay Safe" (Working together to keep us all safe), "News" (Your total resource for all SFPD news), "Community" (Stay up-to-date with our programs and events), and "Your SFPD" (Take a look inside the San Francisco Police). Below the navigation bar is a yellow sign-up form titled "Sign Up To Receive The Latest SFPD Central Station News Via Email". The form includes the text "Find out about the officer of the month, events, statistics and more..." and a text input field labeled "Your Email" with a blue "SUBMIT" button.



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Recommendation Guidance and Policy Development Process I Executive Summary

On Thursday, September 3, 2020 SFPD Professional Standards and Principled Policing Bureau members participated in a conference call with members of Hillard Heintze and the California Department of Justice. In this call, several recommendations were discussed including 42.4 as described below.

"For Recommendation 42.4 (The SFPD should provide information technology support to districts to help develop newsletters that are easily populated and more professional in appearance), the package generally looks good. Though not related to substantial compliance, Cal DOJ noted that DGO 1.08 requires weekly newsletters from each district station but a quick scan of SFPD and district station websites does not make clear whether these newsletters are, in fact, issued weekly. SFPD explained that, due to the pandemic, the newsletters may not be issued weekly but SFPD believes a weekly issuance will happen once the pandemic is over and that SFPD will be able to enforce this requirement at that time. Cal DOJ asked that SFPD include language in the Form 2001 narrative explaining the impact the pandemic has had on issuing newsletters on a weekly basis, as required by DGO 1.08, how that will be monitored, and the process SFPD has in place to ensure compliance with this requirement. Hillard Heintze requested that whenever SFPD submits this recommendation for formal review, SFPD should include more recent examples of newsletters."

The coronavirus pandemic has affected department-wide operations and priorities, including the release of newsletters. Many non-sworn department members are telecommuting and overall department personnel resources are strained. Outreach and communication has not ceased, but frequency of newsletters have slowed. One of the largest components of the newsletters are advertisements and announcements for community events, and many large gatherings and events are not considered safe or essential at this time per the mayor's shelter in place order. Along with many accommodations and priorities of the department, regular Community Engagement practices are expected to resume when the shelter in place order is lifted.

Compliance accountability with weekly newsletter issuance are referenced within DGO 1.08 and Department Bureau Order 20-02.

The Commander assigned to Community Policing is responsible for overseeing and auditing Community Oriented Policing and Problem solving Concepts. Reports they receive from district Captains and meetings regarding community policing will ensure that Captains are engaging and communicating with the community, including the required weekly newsletters.



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DGO 1.08 Community Policing-

"1.08.07 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." (Attachment 2, Pages 6-7)

The contents of the Captain's Monthly Report is outlined in Department Manual 2 Community Policing and Problem Solving regarding Captain's Responsibilities.

"Prepare a quarterly report explaining what specific actions occurred in their district.

Examples:

- a. 509 report.
- b. Newsletters written.
- c. Training administered to officers.
- d. Community meetings attended.
- e. Articles placed on the Departments Web Site.
- f. Community events and programs that officers participated in."

(Attachment 3 Page 15)

Department Bureau 20-02 Outlines Newsletter Requirements in detail, including the frequency of their release, required content and format. Regarding accountability, "The Community Engagement Division will be responsible for conduction quarterly audits and review of each District Stations webpage for posting of newsletters, newsletter content and order."

(Attachment 4)