

Recommendation 44.4

GM

Gabriel Martinez [REDACTED]

Fri 7/23/2021 3:20 PM

To:

- Tanya Koshy [REDACTED]
- McGuire, Catherine (POL);
- Scott, William (POL)

+8 others

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 44.4 that were submitted to us as part of the collaborative reform process. This package focused on SFPD having regular meetings among supervisors to discuss community policing. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 44.4: The SFPD, through the Principled Policing and Professional Standards Bureau (PSPPB), should engage and support all units by facilitating quarterly meetings among supervisors and managers to discuss cross organizational goals and community policing plans and outcomes. These meetings should be supported by routine electronic engagement through a shared platform for the sharing information.

Response to 44.4: On February 10, 2021, SFPD issued Department General Order 1.08, "Community Policing." The General Order requires the commander of the Community Engagement Division to coordinate two committees—the Community Policing and Problem Solving Implementation Committee (Implementation Committee) and the Community Policy and Problem Solving Oversight Committee (Oversight Committee). Both committees work to improve the Department's processes to take in community feedback. The Implementation Committee reviews evaluations from community surveys, discusses organizational goals, and discusses community-policing outcomes to determine whether the Department's existing community engagement strategies are effective. The Oversight Committee evaluates district station Captains to determine if they are following best practices for community engagement. The General Order requires the commander of the Community Engagement Division to hold monthly meetings with captains of the Field Operations Bureau regarding community policing

efforts and requires district station captains to report monthly on their districts' community policing activities to the Community Engagement Division.

While General Order 1.08 codified the monthly meetings, SFPD had already begun those meetings. For example, in the December 2020 monthly meeting, a captain raised the issue of high-profile incidents in Chinatown and whether community members were engaging with the police on solutions. As a result, Central Station developed community member liaisons in the Chinatown area between merchants and the SFPD Foot Beat Officers to improve communication. Also during the December meeting, captains discussed peer-to-peer training on community policing strategies and the Commander of the Community Engagement Division presented on formulating annual community policing strategies.

SFPD has also created a shared space in the Microsoft Teams Apps accessible to supervisors and managers to share information regarding community policing. There are folders for the captains' monthly meetings, community policing annual plans and annual summaries, and community policing programs and after-action reports. The shared platform allows supervisors to see community engagement activity across the organization.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, as DGO 1.08 was recently published, SFPD should review the work of the committees established in DGO 1.08 to ensure they fulfill their responsibilities. Please let us know if you have any questions or would like to discuss these further.

Finding # 44	The Professional Standards and Principled Policing Bureau’s mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented.
Recommendation # 44.4	The SFPD, through the Principled Policing and Professional Standards Bureau, should engage and support all units by facilitating quarterly meetings among supervisors and managers to discuss cross-organizational goals and community policing plans and outcomes. These meetings should be supported by routine electronic engagement through a shared platform for sharing information.

Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

For compliance measure one, the SFPD states that the Community Engagement Division has been reassigned to the Field Operations Bureau, rather than the PPPSB – a move that is consistent with an operational investment in community policing.

For compliance measure two, the department identified that it continues to incorporate community policing into the daily operations of the SFPD. The department provides a limited evidentiary support specific to this recommendation – the meeting notes from a single meeting. However, the data provided for compliance measure one, as well as the documented development of the community strategic plan as well as the work of the Executive Working Groups provide adequate support for this compliance measure.

For compliance measure three, the department provides evidence of its use of Teams to help share and provide a receptacle for the working being done on community policing collaboration and engagement.

For compliance measure four, the department provides evidence of the requirements of the DGO 1.08 – Community Policing which is focused on metrics. The minutes provided under compliance measure three supports evidence of discussion and engagement on improvements and entry of information to track. The department has established tracking folders for the districts and allows all to easily record and access. This information is being evaluated and reviewed by IT and Community Engagement Division. There is evidence of emerging practices around data review and integrity – surveys, Problem-Solving Oversight and Implementation committees that bodes well for continued review and support. While much of the work is new – the DGO was only published in February 2021 - the DGO, the plan around Teams and the ongoing responsibility for CED to review provides compliance with this recommendation.

Clearly, this recommendation needs ongoing review and focus, particularly in light of the relative recency of the task achievement. However, the department has established the initial foundation for the continuation of data review and tracking for community policing actions.

Compliance Measures		Status/Measure Met
1	Evidence that PPPSB coordinates quarterly meetings of supervisors and managers.	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Evidence (e.g., agendas, minutes) that meetings focused on community	√ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

	policing plans and outcomes, cross-organizational goals.	
3	Electronic platform created and used to support routine engagement and information sharing.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Ongoing review or audit process to determine meeting outcomes, effectiveness of the electronic platform, and organizational impact.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

Compliance Issues



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Finding # 44: The Professional Standards and Principled Policing Bureau's mission, role, and responsibilities as they relate to community policing are not clearly defined or implemented.

Recommendation # 44.4: The SFPD, through the Principled Policing and Professional Standards Bureau (PSPPB), should engage and support all units by facilitating quarterly meetings among supervisors and managers to discuss cross organizational goals and community policing plans and outcomes. These meetings should be supported by routine electronic engagement through a shared platform for the sharing information.

Response Date: 02/15/2021

Executive Summary

The Community Engagement Division (CED) was formerly under the Professional Standards & Principled Policing Bureau. On 7/22/17, the Department assigned CED to the Field Operations Bureau. A Commander was appointed to this division and CED was moved from Police Headquarters to 3401 17th Street with all its staff. The Commander of CED ensures the Community Engagement Division provides an overall Department structure and framework to enhance community relationships in our City.

In 2019, the Department's Community Policing Strategic Plan (CPS Plan) was adopted and implemented to clearly define the mission, the role, and the responsibilities of CED to guide community policing-related activities (See Recommendations 40.1 and 40.5). CED is responsible for promoting and auditing these Community Oriented Policing and Problem-Solving concepts and implementing them throughout the entire Department.

The Department believes that community policing is an overall philosophy of the department, is part of crime and policing strategies and has incorporated this philosophy into everyday operations. The Department engages and support units through the Commander of CED facilitating scheduled internal discussions among supervisors and managers during the Captain's monthly meetings. During these meetings, the Deputy Chief of FOB, Commanders and Captains discuss cross organizational goals, community policing plans and outcomes, as an ongoing review and audit.

To support these discussions, the Department has created a shared platform through the Microsoft Teams App, which is accessible to supervisors and managers. The Department has created an SFPD Community Policing folder to support routine electronic engagement through a shared platform for sharing information on community policing, events, programs and strategies.



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Compliance Measures:

1) Evidence that PSPPB coordinates quarterly meetings of supervisors and managers.

The Community Engagement Division (CED) was formerly under the Professional Standards & Principled Policing Bureau (PSPPB). Effective July 22, 2017, The Department restructured Command and reassigned the Community Engagement Division to the Field Operation Bureau (FOB) and appointed a Commander to oversee the Division. The Commander of CED is responsible for promoting and auditing Community Oriented Policing and Problem-Solving concepts and efforts throughout the entire Department. The Commander of CED works collectively with Deputy Chief of FOB, Commanders and Captains, to support the effort of all stations, bureaus and assignments by auditing and promoting community-oriented policing and problem-solving policies, procedures, and practices.

The Department offers support to units through the Commander of CED facilitating routine discussion among supervisors and managers during the Captain's monthly meetings. Evidence that CED coordinates quarterly meetings of supervisors and managers has been codified into policy in Community Policing DGO 1.08 Section .05 B. "Internal Community Policing Discussions".

HH/CalDOJ Prescreen Notes 02/10/21

Cal DOJ asked that the SFPD defines supervisors and managers for purposes of this recommendation. As Commander Fong explained, the Captains are the supervisors that drive this process. Hillard Heintze asked that SFPD provide more details about how leadership supports the Captain's efforts. To that end, Cal DOJ asked that the package make clear in Compliance Measure 1, that the Field Operations Bureau Commanders lead and participate in the monthly Captains' meetings, as well as any other Command Staff involvement.

SFPD also explained that while the Captains Monthly Meetings discusses community policing on a more granular level, these meetings on a quarterly basis also discuss more high-level community policing issues, including cross-organizational goals. Cal DOJ asked that SFPD explain that in the package.

Response

Supervisors and managers for the purpose of this recommendation is define as the senior leadership of the Department, which refers to the Deputy Chief, Commander and Captain rank. The Deputy Chief of FOB is responsible for leading the Captains monthly meeting. The Captains monthly meeting consist of the Deputy Chief of FOB, the Commander of Golden Gate Division, the Commander of Metro Division, the Commander of CED and all District Station Captains. The Captain's monthly meeting is the platform that the Department utilizes to discuss cross-organizational goals, community policing/problem-solving and crime strategies on a granular level. For review and improvement, the Deputy Chief will facilitate a



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more high-level community policing discussion with the Commanders and Captains on a quarterly basis to ensure that the Department's community policing and problem-solving efforts are meeting the overall community policing goals and objectives of the Department.

DGO 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.

(See Attachment #1)- DGO 1.08 Accountability Section - This draft was accepted by the Department through internal concurrence, approved by the Police Commission on October 7, 2020, has completed the meet and confer process and is set for final adoption by the Police Commission on February 10, 2021.

HH/CalDOJ Prescreen Notes 02/11/21

The package also references DGO 1.08, and the directive within in it, about how Commanding Officers must report on their community policing, community engagement activities, and/or problem-solving efforts during crime strategy meetings. Cal DOJ asked SFPD to provide more detail about these meetings, including their frequency and how they support the overall community policing strategies and the Captains' monthly meetings.

Response

Since the pandemic, the Department has merged the Crime Strategies Meetings with the Captains monthly meeting. During the Captains monthly meeting the Deputy Chief of FOB and the Commander of CED facilitate community policing discussion with the Commanders and Captains as a component of overall crime and policing strategies. The District Captains discuss their community policing, engagement activities and problem-solving efforts as part of their policing strategies.

For example, During the December meeting, Captain Yick spoke about the many high profile/news-worthy incidents last year in Chinatown. The community was concerned about the incidents, but there were questions on why community members/businesses were not calling the police or engaging in working with the police on solutions. Central Station worked to



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develop "Block Captains" in the greater Chinatown area. Community members volunteer to serve as Block Captains to work as a liaison between the merchants and the SFPD Foot Beat Officers. The idea was to build trust within the community and give each block a liaison with the police department. This made it easier to send and receive information from block residents, business, etc. Block Captains had merchants report Issue to them and the Block Captains would then report these issues to the Chinatown Foot Beat Officer. Captain Yick talked about by having this system in place in made it a lot easier to communicate with the businesses during the protest to address these issues of looting and vandalism that occurred to the business in Chinatown. The Block Captains were instrumental in providing information to the Investigations Unit which lead to the arrest of some of the individuals who were responsible for the looting and vandalism.

(Refer to Attachment #2) Meeting Notes

2) Evidence (e.g., agendas, minutes) that meetings focused on community policing plans and outcomes, cross organizational goals.

The Department believes that community policing is an overall philosophy of the department and is part of crime and policing strategies and has implemented this philosophy into everyday operations. The Department has incorporated review of community policing through the Commander of CED facilitating routine discussion among supervisors and managers during the Captain's monthly meetings. During these meetings, the Deputy Chief of FOB, Commanders and Captains discuss cross organizational goals, community policing plans and outcomes, as an ongoing review and audit.

HH/CalDOJ Prescreen Notes 02/11/21

For the narrative under Compliance Measure 2, Cal DOJ asked SFPD to spell out how the monthly Captains' meetings focused on community policing plans and outcomes and cross organizational goals. That information might already be in the meeting minutes included in Attachment 2 but SFPD could specifically reference where in those minutes SFPD focused on community policing plans and outcomes and cross organizational goals.

Response

During the Captains monthly meetings, the Commander of CED facilitates community policing discussions with the Deputy Chief, Commanders and Captains. This includes discussions of cross organizational goals, community policing plans and outcomes.

For Example, during the December Captains meeting, line item #2 on the agenda was the Commander of CED Discussion on Officer of Month, Peer Training, and Annual Policing Plans. During this meeting, the Commander of CED discussed the implementation of the new Community Policing Officer of the month award. The Commander allowed the two district Captains that were selected as peer trainers by the Deputy Chief, to conduct peer to peer training with the other district captains regarding their innovative community policing strategies.



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The Commander of CED also brought in the Sergeant of CED to conduct training with the district captains on how to formulate their annual community policing strategies. **(Refer to attachment #2)** for PowerPoint presentation for annual community policing plans training.

HH/CalDOJ Prescreen Notes 02/11/21

Cal DOJ asked that, at the time SFPD submits this package, to include more recent meeting minutes (the existing draft package includes meeting agendas and minutes from September and December of 2020).

Response

Meeting Notes from the February Captains Monthly meeting has been added to Attachment #2 **(See attachment #2)** for Agenda and Meeting Notes from Captain's monthly meetings.

3) Electronic platform created and used to support routine engagement and information sharing.

To support the discussions, the Department has created a shared platform through the Microsoft Teams App, which is accessible to supervisors and managers. CED worked in partnership with the Technology Division to create a SFPD Community Policing folder to support routine electronic engagement through a shared platform for sharing information. This folder is assessable to supervisors and managers. There are three folders within the Community Policing folder labeled: Captain's Monthly Meetings, Community Policing Annual Plans and Annual Summaries, and Community Policing Programs and Events-Operation and After-Action Reports. These folder branch out as follows:

- Captain's Monthly Meetings
 - Administration Bureau
 - Airport Bureau
 - Field Operations Bureau

The Supervisors of each Bureau puts meeting notes, agendas, etc. in these folders for information sharing.

- Community Policing Annual Plans and Summaries
 - This folder is for every District Station Unit and Detail to share their annual community policing strategies and summaries with supervisors and managers to aid in the discussion of cross organizational goals and outcomes.
- Community Policing Programs and Events-Operation and After-Action Reports
 - Separate Folders for each District Station.



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This allows for supervisors and managers to see what is occurring in the other districts and to discuss programming, events, and suggestions in after actions reports for review and improvement.

(See attachment #3) Screen shots of Microsoft Teams folders

4) Ongoing review or audit process to determine meeting outcomes, effectiveness of the electronic platform, and organizational impact.

The ongoing review or audit process to determine meeting outcomes, effectiveness of the electronic platforms and organizational impact has been codified into policy in Community Policing DGO 1.08 Section .05 Accountability and Section .06 Data Collection and Metrics. *(Italics indicates language from DGO 1.08)*

The Community Policing Review Committees and the Internal Community Policing Discussions are the ongoing review and auditing processes that determines meeting outcomes, effectiveness of electronic platforms, and organizational impact.

Accountability

A. 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.

The Department has incorporated review of community policing through the Commander of CED facilitating routine discussion among supervisors and managers during the Captain's monthly meetings. During these meetings, the Deputy Chief of FOB, Commanders and Captains discuss cross organizational goals, community policing plans and outcomes, as an ongoing review or effectiveness and organizational impact.

For example, during the December meeting the Deputy Chief facilitated a discussion regarding the required policy discussions on Officer Involved Shootings and the Complaint Process, during the Captain's community meeting, to gauge its effectiveness. Some of the Captains expressed that they received feedback from the community that the presentation of the information took up too much meeting times and that some of the community members were not interested in the material. For review and improvement, the Deputy Chief and Commanders provided some suggestions on how to better streamline the information by offering weblinks, posting information in newsletters a head of time, and working with SF safe to assist with format and ideas to better streamline the process.



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Moving forward the Department will also utilize the Community Policing Problem-Solving Implementation Committee and the Community Policing and Problem-Solving Oversight Committees. These committees will be responsible for conducting quarterly reviews of the Departments overall Community Policing and Problem-Solving efforts and effectiveness of electronic platforms. CED is currently in the process of formulating these committees.

a. Community Policing and Problem-Solving Implementation Committee

This committee will meet on a quarterly basis and will be responsible for reviewing the Department's overall efforts on Community Policing and Problem Solving.

In addition, the Committee will be responsible for:

- 1. Discussing the current engagement strategies for effectiveness by reviewing evaluations from community survey feedback and discussing programming.*
- 2. Discussing cross organizational goals, and current community policing and problem-solving plans and outcomes.*
- 3. Regularly assessing existing framework by remaining abreast of emerging community policing strategies and best practices employed by other law enforcement agencies.*
- 4. Developing new ideas or strategies.*

b. Community Policing and Problem-Solving Oversight Committee

This committee will be responsible for overseeing community policing and problem-solving strategies and will focus on:

- 1. Recognizing the District Captains engaged in best practices and utilizing them as peer trainers for other Captains.*
- 2. Reviewing best practices and monitor progress and growth.*
- 3. Auditing District Stations to determine if the stations are meeting outcomes, effectiveness of the electronic platform, and the problem-solving efforts, following best practices in community engagement and formalized problem solving as outlined in the Community Policing and Problem-Solving Manual (DM2).*

Data collection and Metrics

A. Community Engagement Tracking and Data Collection

District Station Captains shall digitally track all community engagement activities via standardized electronic templates provided by the Community Engagement Division.

CED worked with the Technology Division to create shared folders within the Microsoft Teams App to digitally track all community engagement activities. This allows supervisors and managers to view the community policing strategic plans, summaries, operation orders, after



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action reports, captain monthly meetings agendas and meeting notes from all the District Stations, Units and Details. This allows the Commander of CED and the Community Engagement Division to be able to digitally track all community engagement activities for audit and review.

All Department sponsored events shall collect data, which includes feedback from the community, to help measure the effectiveness of our community policing and engagement strategies. This data will be used during internal and external review of the Department's community policing and community engagement practices.

The data collected through the electronic platforms places all community policing data in one centralized location. It allows for easier access for CED to collect and analyze community policing data. It is a resource to support supervisors and managers to discuss cross organizational goals and community policing plans and outcomes during the captain's monthly meetings. It also provides a platform for supervisors and managers to share community policing data and outcomes.

(See attachment #4) for DGO 1.08 Accountability, Data Collection and Metrics.

HH/CalDOJ Prescreen 02/11/21

Under Compliance Measure 4, Cal DOJ notes that the two committees SFPD references—the Community Policing and Problem-Solving Implementation and the Community Policing and Problem-Solving Oversight Committees—have not yet formed. Cal DOJ asked that SFPD provide more detail about the plan to form those committees and any other details about those committees.

Response

Community Policing Problem-Solving Implementation and the Community Policing and Problem-Solving Oversight Committees both have a component to them that involve outside stakeholders such as City agencies and community stakeholder. The restrictions of the global pandemic as placed unforeseen challenges for the Department with being able to solicit and vet community stakeholders for these committee. CED is currently in the process of formulating the list of stakeholders for these meeting by utilizing community member that have been involved with the CRI process. The plan moving forward is to establish the Oversight and Implantation committees within the next 60-90 days and to convene the meetings through vertical platforms until the pandemic restricts are lifted.

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