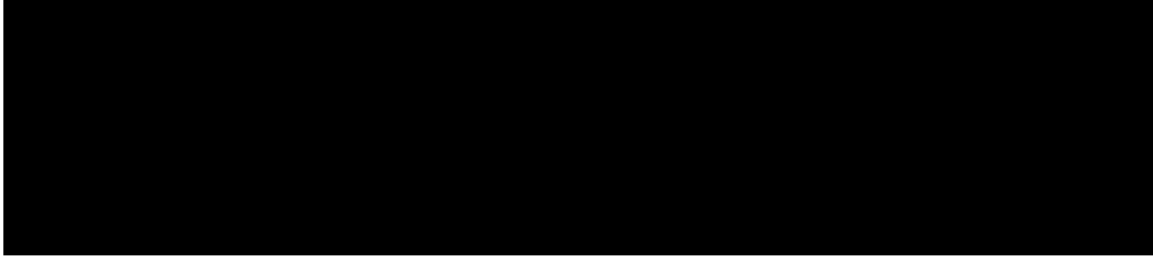
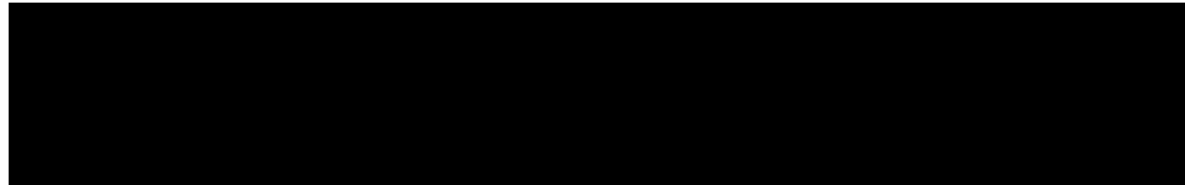


## Recommendation 46.4



GM

Gabriel Martinez [redacted]  
Wed 2/17/2021 11:07 AM



To:



+9 others

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 46.4 that were submitted to us as part of the collaborative reform process. This package focused on SFPD gathering feedback after community engagement events. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 46.4: The SFPD should create a feedback mechanism for community engagement events to determine efficacy, replicability, and depth of relationship with community partners. A community survey could be one feedback mechanism.

Response to 46.4: SFPD has drafted Department General Order 1.08, "Community Policing," which has been approved by the Police Commission and is currently in the meet-and-confer process with the police officers' union. The Order requires the collection of community policing data for effectiveness. Under Order 1.08, CED is responsible for monitoring, coordinating, and evaluating SFPD's community policing efforts. The Commander is responsible for ensuring that this information is discussed at the Captain's Monthly meetings and holds an annual meeting to present a review of the past year's community policing events and outcomes, as well as community feedback on

the year's programs. CED gathers community policing feedback through community evaluation forms, surveys, and after-action reports.

On September 15, 2020, SFPD launched a web-based survey on its website to gather after-event feedback from the community (as well as feedback on beat patrols and implicit bias), at <https://avanan.url-protection.com/v1/url?o=https%3A//www.sanfranciscopolice.org/community/community-surveys&g=ZWMwZTcxYTRkNmNINmE3Zg==&h=MzIxMTEyNDBmODE4NTM3N2EzMTczNGQ5MjZhZTg2ZTdmNTUwYzlkOGY2OTg3YjNmYTgxN2M4MDI3ZmMzMDY4ZQ==&p=YXAzOnNmZHQyOmF2YW5hbGpvczZpY2UzNjVfZW1haWxzX2VtYWlsOjU0YjI1Yjk3NWRIODJjYTA5NzQ2NWI4MzRmMjBiNjZmOnYx>. Currently, community members can offer feedback through the survey for 34 events and programs. SFPD has also published the results of the surveys through the same webpage.

To ensure that community policing efforts are coordinated and monitored, SFPD has designated a Community Liaison Officer for each district station to monitor the ten district station community policing efforts. The Community Liaison Officers meet with the CED sergeant monthly to coordinate community policing efforts. The Liaisons also submit forms to the CED sergeant for each event so that the CED sergeant can monitor the various events across district stations. The forms include the event description, mission and objectives, and department resources and assignments.

On November 17, 2020, SFPD issued Community Engagement Unit Order "Youth and Community Engagement Unit – Community Surveys." The Order requires the Commanding Officer of the Youth and Community Engagement Unit (YCEU) to oversee the conducting, monitoring, and analyzing of the community surveys. The order also directs the YCEU sergeant and community engagement analyst (overseen by the YCEU Commanding Officer) to coordinate with SFPD Bureaus and District Stations to discuss community surveys for events and programs, and to produce a monthly summary report that is shared at monthly meetings with Community Liaison Officers and monthly meetings with District Captains. The Order also directs the community survey results to be incorporated into the Annual Report on Community Policing as well as the SFPD webpage.

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 further. Thank you.

<b>Finding # 46</b>	<b>The SFPD does not collect data around community policing nor measure success within community policing functions and programs.</b>
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<b>Recommendation # 46.4</b>	The SFPD should create a feedback mechanism for community engagement events to determine efficacy, replicability, and depth of relationship with community partners. A community survey could be one feedback mechanism.
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<b>Recommendation Status</b>	<b>Complete</b> Not Started	Partially Complete No Assessment	In Progress
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**Summary**

All compliance measures have been met.

The SFPD created multiple mechanisms to receive feedback regarding community engagement events. These methods include end-of-event and web based surveys. Additionally, the department promulgated a unit order requiring the Community Engagement Division to review the surveys on a consistent basis to ensure feedback is incorporated into practices. Finally, the Community Policing Oversight Committee (via DGO 1.08 Community Policing) will assist in ensuring department community policing education and training is consistent with national practices.

Compliance Measures	Status/Measure Met
1 Evidence of a feedback process for community engagement events.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2 Methods used to obtain input from the community.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3 Evidence of review of survey to the community and the outcome.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

**Administrative Issues**

**Compliance Issues**



## Collaborative Reform Completion Memorandum

**Finding # 46:** The SFPD does not collect data around community policing nor measure success within community policing functions and programs.

**Recommendation # 46.4** The SFPD should create a feedback mechanism for community engagement events to determine efficacy, replicability, and depth of relationship with community partners. A community survey could be one feedback mechanism.

**Response Date: 12/14/20**

**Executive Summary:** It is the goal of the SFPD to achieve open dialogue and discussion so understanding, input, praise, criticism, improvement, and change may be reached with regard to community engagement programs. In order to accomplish this goal, data from community engagement events must be collected. It is the policy and procedure of the San Francisco Police Department to collect feedback from the community via a web based survey on the San Francisco Police Department's website.

### **Compliance Measures:**

#### **1) Evidence of a feedback process for community engagement events.**

San Francisco Police Department General Order 1.08.03 Community Policing Strategic Plan under Goal 1: Communications states "Honest, transparent, and empathetic, dialogue between the Department and the San Francisco Community. Create a diverse set of communication channels between the Department and the community where we share and receive information and feedback across a range of communication channels". Utilizing the Community Policing Metric outlined in Appendix B of the Community Policing Strategic Plan the survey system was put in place to share and receive feedback from the community in real time.

On September 15, 2020, a web based survey powered by SurveyMonkey was launched on the San Francisco Police Department's website (<https://www.sanfranciscopolice.org/surveys>). (See Attachment #1).

A joint partnership between the San Francisco Police Department Technology Division and the Community Engagement Division successfully completed this feedback mechanism and launch of the survey system to the Department website.

Community Engagement Division officers have been trained by the Technology Division to use SurveyMonkey. The training showed officers how to add events to the drop down menu as new events are created/hosted to the website. Survey questions can also be added or changed if new surveys are needed.



## Collaborative Reform Completion Memorandum

Since the launch of the survey system, numerous surveys have been successfully launched on the website. As of 10/21/2020, five surveys have been administered (Captain's Monthly Community Meetings, District Station Foot Beat Survey, SFPAL Flag Football League, Cadet Program, Faith & Blue). To see the results of the surveys (See Attachment #2)

### **2) Methods used to obtain input from the community.**

The San Francisco Police Department is using event specific web based surveys located on the San Francisco Police Department's website.

<https://www.sanfranciscopolice.org/surveys>

Currently, the most commonly hosted community events are listed in a drop down menu (i.e. Coffee with a Cop, National Night Out) as well as the date and time of the event, the SFPD section/station hosting the event, and survey questions. Community Engagement Division officers have been trained by the Technology Division to use SurveyMonkey. The training showed officers how to add events to the drop down menu as new events are created/hosted to the website. Generic survey questions can be added or changed depending on the survey that are added to the website (See Attachment #3).

Community Engagement Officers attend community events and pass out their department issued business cards to community members. On the back of the business cards are stickers with the survey link posted on back to encourage citizens to survey the event (See Attachment #4).

Captains during their community meetings and events are encouraged to promote the use of the survey website.

### **3) Evidence of review of survey to the community and the outcome.**

Community Engagement Division will monitor the results of the surveys to see where improvement is needed in the Department. These results are created by SurveyMonkey and have the ability to create custom survey result reports, graphs, etc. for use by the Department and community to determine efficacy, replicability, and depth of relationship with community partners (See Attachment #2).

As requested by CAL DOJ during a prescreen call, Commander Fong from the Community Engagement Division wrote and sent to internal concurrence Unit Order "Youth and Community Engagement Unit- Community Surveys" (See Attachment #5). The purpose section of the unit order states "The purpose of this order is to outline the



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process of review and tracking of community survey results for dissemination to Department units in support their community engagement strategies.”

The Policy section states “The Commanding Officer of the Youth and Community Engagement Unit within the Community Engagement Division shall oversee the process of conducting, monitoring, and analyzing community surveys. The YCEU sergeant and assigned community engagement analyst shall liaison with Department Bureaus and District Stations to support their annual community policing plans through facilitation of surveys and dissemination of survey results regarding hosted events and programs. Survey results will be used to assist in the development of crime prevention and community policing strategies. Surveys have been created and listed on the Department’s webpage for the following:

- Coffee with a Cop
- Captains Monthly Meetings
- National Night Out
- Gun Buy Back
- Town Hall Meetings
- Community Police Academy
- ALERT
- Police Ambassador Program
- SF PAL Programs
- CADET Programs
- Youth Programs
- Holiday Turkey & Christmas Tree Giveaway

The Department has also developed a Foot/Beat Bike Patrol survey to gather valuable community feedback on the effectiveness of the Foot/Beat Bicycle Patrol, as it relates to community policing and crime strategies and an Implicit Bias survey to measure progress in the Department’s commitment to impartial policing and procedural justice.”

The Procedures section of the Unit Order States “The YCEU sergeant and community engagement analyst will coordinate with the Department Bureaus and District Stations on a regular basis to discuss facilitation of community surveys for events or programs. The YCEU sergeant and assigned analyst shall review, analyze and share survey results of events and programs produce a summary report to be shared on a monthly basis. The survey results will be shared via the following platforms:

- Community Engagement shared file located on active directory desktop
- Monthly meeting with District Stations Community Liaison Officers
- Monthly Field Operations Bureau meeting with District Captains

Community survey results will be incorporated for accountability in the Department’s Annual Report on Community Policing and will be posted on the Department’s webpage



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for public viewing. As outlined in DGO 1.08, the Community Engagement Division will provide the annual report in December for review by the Internal Review Committee on the effectiveness of strategies, engagements and outcomes. The committee will consist of the Deputy Chief and the Commanders of the Field Operations Bureau and Community Engagement Division."

For example, a community member commented on their Captain's virtual community meeting stating: *Too much time spent on reviewing online materials and not enough interaction with the attendees. Also, it would be good to have a defined topic for such meetings.*

The Sergeant who monitors the survey page brought this to the attention of the Commander of CED. It was discovered that this particular District Captain covered a lot of unit orders and policies within one community meeting. The Commander will utilize this feedback at the Captain's monthly meeting to assist other Captains with narrowing down topics of discussions during their community meetings in order to facilitate more interaction with the community participants.

With the launch of the web based community surveys on September 15, 2020, results viewable to the Department and public are also posted on the San Francisco Police Department's website. These results are created by SurveyMonkey. Community Engagement Division members have been trained to use SurveyMonkey and have the ability to create custom survey result reports, graphs, etc. for use by the Department and community to determine efficacy, replicability, and depth of relationship with community partners.

<https://www.sanfranciscopolice.org/community/events/community-surveys/community-surveys-results>

### **On 11/05/2020 during a prescreen call with Hillard Heitnze and the California Department of Justice discussed Recommendation # 46.4:**

The SFPD should create a feedback mechanism for community engagement events to determine efficacy, replicability, and depth of relationship with community partners. A community survey could be one feedback mechanism.

Cal DOJ requested more information on how the surveys are being reviewed and for support for the statement that the "Community Engagement Division will monitor the results of the surveys to see where improvement is needed in the Department." SFPD has recent evidence of the survey review that it will add and will also reference unit orders that provide for continual review of survey results.

### **Response:**



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In response to the requested information by CAL DOJ a unit order has been added to this recommendation to complete the review of survey results by the Community Engagement Division. This information has been added to Compliance Number Three.

Commander Fong from the Community Engagement Division wrote and sent to internal concurrence Unit Order "Youth and Community Engagement Unit- Community Surveys." The purpose section of the unit order states "The purpose of this order is to outline the process of review and tracking of community survey results for dissemination to Department units in support their community engagement strategies."

The Policy section states "The Commanding Officer of the Youth and Community Engagement Unit within the Community Engagement Division shall oversee the process of conducting, monitoring, and analyzing community surveys. The YCEU sergeant and assigned community engagement analyst shall liaison with Department Bureaus and District Stations to support their annual community policing plans through facilitation of surveys and dissemination of survey results regarding hosted events and programs. Survey results will be used to assist in the development of crime prevention and community policing strategies. Surveys have been created and listed on the Department's webpage for the following:

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The Department has also developed a Foot/Beat Bike Patrol survey to gather valuable community feedback on the effectiveness of the Foot/Beat Bicycle Patrol, as it relates to community policing and crime strategies and an Implicit Bias survey to measure progress in the Department's commitment to impartial policing and procedural justice."

The Procedures section of the Unit Order States "The YCEU sergeant and community engagement analyst will coordinate with the Department Bureaus and District Stations on a regular basis to discuss facilitation of community surveys for events or programs. The YCEU sergeant and assigned analyst shall review, analyze and share survey





## **Collaborative Reform Completion Memorandum**

results of events and programs produce a summary report to be shared on a monthly basis. The survey results will be shared via the following platforms:

- Community Engagement shared file located on active directory desktop
- Monthly meeting with District Stations Community Liaison Officers
- Monthly Field Operations Bureau meeting with District Captains

Community survey results will be incorporated for accountability in the Department's Annual Report on Community Policing and will be posted on the Department's webpage for public viewing. As outlined in DGO 1.08, the Community Engagement Division will provide the annual report in December for review by the Internal Review Committee on the effectiveness of strategies, engagements and outcomes. The committee will consist of the Deputy Chief and the Commanders of the Field Operations Bureau and Community Engagement Division."

Also added to this recommendation is evidence of the Foot Beat/Bicycle Survey and Implicit Bias Survey. (See Attachment #2)

### **Attachments:**

**Attachment 1: Screen Shot of San Francisco Police Department Survey page**

**Attachment 2: Screen Shot of Survey Results.**

**Attachment 3: Screen Shot of Survey Questions**

**Attachment 4: San Francisco Police Department Business Card with Survey Link**

**Attachment 5: SFPD Unit Order Youth and Community Engagement Unit-Community Surveys**