



Recommendation 49.1

Tanya Koshy [Redacted]

Thu 1/7/2021 3:48 PM

[Redacted]

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 49.1 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 49.1:

The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.

Response to Recommendation 49.1:

SFPD trains its members on community policing as well as customer service and engagement through its 8-hour Principled Policing: Procedural Justice and Implicit Bias training. This training, which members of the California Department of Justice observed in 2019, reflects the tenets of 21st Century Policing and the Department's Community Policing Strategic Plan. This training addresses, among other topics, the four principles of procedural justice (Voice, Neutrality, Respectful Treatment, and Trustworthiness), and explains why procedurally just policing increases police legitimacy, builds community trust, and in turn, increases safety and reduces crime. Trainers touch on the connection between customer service and procedurally just policing and provide scenarios where good customer service leads to better outcome and community trust. One such scenario discussed by trainers is when an officer issues a ticket; a driver's perception of and satisfaction with the stop is dependent on the process, rather than the outcome. That is, an officer's fair treatment of the driver shapes the driver's perception of and satisfaction with the stop more so than whether or not the driver received a ticket.

SFPD has provided evidence that 96 percent of its members have taken the Principled Policing training. SFPD also described other trainings it offers that also touch on community policing concepts and customer service, which SFPD categorizes as supplemental principled policing trainings.

These supplemental trainings include a Creating an Inclusive Environment training for supervisors and a Managing Implicit Bias training required for all sworn and civilian SFPD employees. SFPD has demonstrated that 69 percent of its employees have taken these supplemental principled policing trainings. Importantly, the newly revised Department General Order (DGO) 1.08 requires SFPD members to take training on community policing every two years.

SFPD also provided examples of roll call trainings on the four principles of procedural justice that reinforce the lessons taught in required trainings.

To ensure that the Department continuously improves these trainings, the Training Division requires trainees to evaluate the trainings using an evaluation form and the Training Division uses the feedback to revise trainings. Additionally, the newly revised DGO 1.08 obligates the Commanding Officer within the Community Engagement



[REDACTED]

Division to remain up to date on national best practices and to work with the Training Division to ensure that the curriculum is consistent with those best practices.

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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Hillard Heintze File Review Recommendation # 49.1

Finding # 49 Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.

Recommendation # 49.1 The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.

Recommendation Status Complete Partially Complete In Progress
 Not Started No Assessment

Summary

The department has submitted appropriate responses to the four compliance measures, including documentation of sworn members completing community policing training. Prospectively, DGO 1.08 Community Policing Strategic Plan will guide department training and action regarding community policing and engagement.

Compliance Measures		Status/Measure Met
1	Evidence that all personnel have completed community policing training, informed by contemporary policing practices and the Community Supporting Strategic Plan.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Evidence that all personnel have completed customer service and engagement training.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Evidence of proficiency in training – e.g., a passing grade or completion.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Ongoing improvement loop, including review or audit to ensure participation, learning needs review and follow up, when needed.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

Compliance Issues



Collaborative Reform Completion Memorandum

Finding # 49: Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.

Recommendation # 49.1: The SFPD should ensure that all department personnel, including civilians, undergo training in community policing as well as customer service and engagement.

Response Date: 10/14/2020

Executive Summary:

The SFPD issued Department Bulletin 19-165 "Community Policing Strategic Plan" on 8/5/19. This Strategic Plan was developed in collaboration with, the City Performance Team of the Controller's Office and members of the San Francisco community. The Strategic Plan outlines the **Vision, Values, Goals and Objectives** for community policing and current Department practices, while also providing a roadmap for ensuring that community policing values are integrated into all Department practices.

The Community Policing Strategic Plan is used as a guide for Department policy, training and the day-to-day operations to relate community engagement, community policing and problem solving activities into crime strategies.

The **Vision:** The Department is committed to creating a safe, healthy and vibrant community. Our spirit and work is guided by a guardian mindset, and we recognize that our role as protectors is rooted in empathy, understanding and mutual respect. We partner and engage with community members and organizations to collaboratively identify and problem-solve local challenges and increase safety for residents, visitors, and officers.

The **Values:** All members of the Department embody the following values and in doing so strive to earn the community's trust, support and confidence: Respect, Partnership, Honesty and Transparency and Responsibility and Accountability.

The **Goals and Objectives:** Communication, Education, Problem-Solving, Relationship-Building, and SFPD Organization.

Community policing is intertwined with Principled Policing and Procedural Justice. The principle of Procedural Justice (Voice, Neutrality Respect and Trust) have a major role in community policing. Community policing is one of the six pillars of 21st century policing, which has been utilized as the foundation for Procedural Justice training and covers a broad spectrum of building positive relationships.

Customer service is a part of Procedural Justice. Customer service relates to how the police provides services and interacts with the community or "customers". Good customer service consists of listening to the needs of the community, being fair and reasonable, and being



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respectful. These are the four principles in Procedural Justice: Voice, Neutrality, Respectful Treatment, and Trustworthiness. (Attachment #1 Community Policing Strategic Plan DB 19-165)

Compliance Measures:

- 1) Evidence that all personnel have completed community policing training, informed by contemporary policing practices and the Community Supporting Strategic Plan.**

DGO 1.08 Community Policing (Attachment 10) was updated to reflect the vision and values of procedural justice tenets: voice, neutrality, respectful treatment, trustworthiness, and 21st Century Policing. The department aims to ensure that personnel align with modern policing ideals, in part through training.

SFPD Community Policing Mission (within DGO 1.08):

Respect

- We respect the cultures and histories of the neighborhoods and communities we work in.
- We treat all people equally and with dignity, without regard to actual or perceived race, color, ethnicity, national origin, age, religion, gender identity or expression, sexual orientation, mental or physical disability, socioeconomic status, or any other trait.

Partnership

- We proactively nurture relationships with and empower all San Francisco community members to take an active role in public safety and find solutions to local issues.

Honesty and Transparency

- We develop and maintain honest and transparent communication with the communities we serve.

Responsibility and Accountability

- We have the courage to take responsibility for our actions and be held accountable by ourselves and others.



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The Department supports exclusive Community Policing related training and courses that have the values customer service and Procedural Justice infused in their content.

Procedural Justice and Implicit Bias

The department's most comprehensive course *Principled Policing: Procedural Justice and Implicit Bias* is an 8-hour course. The course was created by the California Department of Justice and Stanford SPARQ (Social Psychological Answers to Real-World Questions) Think-tank Group.

At this time, over 96% of SFPD members (sworn and non-sworn) have been trained in Principled Policing which covers both Procedural Justice and Implicit Bias. The Professional Development Unit still offers Principled Policing classes 2-3 times per year in an attempt to train the small percentage of members still outstanding. It should be noted that the outstanding members are mostly comprised of part time employees, inactive employees, those on extended leaves, and recent new hires. The Principled Policing class is still being taught to every Basic Academy Recruit class and new Police Service Aide class as well.

Attachment #2 Procedural Justice and Implicit Bias Course PowerPoint

Creating an Inclusive Environment

Creating an Inclusive environment is a required course for supervisors across City and County of San Francisco departments in a supervisory role and addresses diversity, equity, equality, and inclusion in the workplace.

469 sworn members have been trained in the Implicit Bias – “Creating an Inclusive Environment” 2-day course. **(Attachment #3 Creating an Inclusive Environment-Course announcement, Course Outlines)**

Managing Implicit Bias

Managing Implicit Bias is a required course for all sworn *and* civilian SFPD employees with public contact. This course addresses common biases that impact policing decisions and our perceptions that affect our service to the community in order to equip Department members with the tools to provide appropriate customer service.

1034 sworn officers, 556 civilians have been trained in the “Managing Implicit Bias” 1-day course. **(Attachment #4: Managing Implicit Bias Course Announcement and Course Outline and Powerpoint Slides)**



Collaborative Reform Completion Memorandum

Roll Call Trainings (Sworn Members)

At the station level, Roll Call Trainings are a way to frequently train and reinforce concepts to line personnel. In response to the Collaborative reform initiative, the department created an additional training plan outlined in Department Bulletin 19-152 Monthly Roll Call Training (Attachment #5)

The focus of the monthly roll call trainings are the principles of procedural justice: Voice, Neutrality, Respect, and Trust. The trainings include scenarios and discussion questions that encourage dialogue amongst participants. Attached are examples of training facilitation guides for Principle #1: Voice, Principle #2 Neutrality, Principle #3- Respect and Principle #4- Trust and 21st Century Policing

During the training, the principles are reviewed with the Officers in attendance and group discussions and dialogue are facilitated. With completion of the training, an entry is made in the HRMS training profile. Completion of these training periodically remind and reinforce concepts that have been trained to line officers.

(See Attachment #6: Monthly Roll Call Trainings examples)

Strategic Plan Training Goals

In accordance with the Community Policing Strategic Plan, DGO 1.08 establishes that Community Policing specific training will be mandated at a minimum of every 2 years and will reinforce the vision of our Community Policing Mission.

All Department members (sworn and non-sworn) shall attend Community Policing training every two years. This training shall be developed by the Training Division in consultation with the Community Engagement Division and a minimum of 2 hours in length. Training should include best practices in community policing, community engagement, customer service, and problem solving.

2) Evidence that all personnel have completed customer service and engagement training.

In several instances within Procedural Justice and Implicit Bias, customer service and positive engagement interactions are overviewed and discussed. More specifically, Module 3 of the training discusses how treating others fairly and respectfully can lead to better outcomes.

Within the POST Facilitation Guide, Module 3 emphasizes a police/civilian interaction can easily be viewed as negative, but can be turned into a positive interaction. A video showing a traffic stop interaction illustrates that the outcome of an interaction is less consequential than the process. In very simple terms, it's not what you say, it's how you



Collaborative Reform Completion Memorandum

say it. The officer in the video can still do their job and issue a ticket for a traffic violation, but by being respectful and explaining the process to a person, the interaction can be left as a positive one. Research shows that procedural justice is more important than the outcome of an encounter. A positive or negative outcome mostly does not have an effect on legitimacy. The encounter being procedurally just is more important.

IV. How people assess an interaction with law enforcement [Slide 4] [A]

1. Breakdown the "Outcome + Process = Assessment" equation.
 - People judge us by our behaviors. We judge ourselves by our intentions.
 - A citizen's assessment of his/her experience with the police is based on 2 things: (1) the outcome and (2) the process.
2. Facilitate a short discussion about the role of process in a person's perception.

Discussion questions:

- If it is the public's perception/view that gives us our authority, then how does/should the public's perception

1127 – 1129



[A] Tip:
Be sure to emphasize the importance of

Principled Policing: A Discussion of Procedural Justice and Implicit Bias Facilitation Guide

impact our behavior?

- What roles does our behavior play in how a citizen views the process?
- How might a citizen's view of the process affect their assessment of their interaction with the police?

Key points to highlight:

- A citizen's overall assessment hinges on both the outcome and the process.
- In this equation – Outcome + Process = Assessment – the process is more important than the outcome.
- We are not asking that officers not apply the law. You should and have a duty to apply the law.
- We want to emphasize that HOW you apply the law matters.
- This does not mean that outcome is not important.
- Process – or procedural justice – is just more important than we may think.

process.


Understanding that process is equally, if not more, important can be a learning challenge. Many people will want to focus on the outcome.



Collaborative Reform Completion Memorandum

<p>VI. Examples of how process can contribute to legitimacy [Slide 6 – Video 6: “No complaints”]</p> <ol style="list-style-type: none"> 1. Introduce the “No complaints” video. <ul style="list-style-type: none"> • As you watch this video, think about whether this officer’s behavior exemplifies procedural justice and police legitimacy. 2. Play “No Complaints” video. 	<p>1130 – 1140</p> <p>Video: “No Complaints”</p>
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Principled Policing: A Discussion of Procedural Justice and Implicit Bias
Facilitation Guide

<ol style="list-style-type: none"> 3. Facilitate a short discussion about the officer’s actions in the video. <p>Discussion questions:</p> <ul style="list-style-type: none"> • How did the actions of this officer demonstrate procedural justice? • How does his actions contribute to police legitimacy? <p>Key points to highlight:</p> <ul style="list-style-type: none"> • The officer continued to do his job (write tickets and enforce the law) and he was procedurally just and viewed as legitimate. • Doing your job and procedural justice are not mutually exclusive! It actually helps you do your job! 	
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(See Attachment 11 Post Facilitation Guide: Procedural Justice)

Attachment #2 Procedural Justice and Implicit Bias Course PowerPoint

At this time, over 96% of SFPD members (sworn and non-sworn) have been trained in Principled Policing which covers, Procedural Justice and Implicit Bias. The Professional Development Unit still offers Principled Policing classes 2-3 times per year in an attempt to train the small percentage of members still outstanding. It should be noted that the outstanding members are mostly comprised of part time employees, inactive employees, those on extended leaves, and recent new hires. The Principled Policing class is still being taught to every Basic Academy Recruit class and new Police Service Aide class as well.



Collaborative Reform Completion Memorandum

Training Audits for Principled Policing and Implicit Bias Courses are attached, as well as a Bias Training Audit which includes all courses related to Bias and Procedural Justice.

(See Attachment #8)

This idea is also covered in Roll Call Trainings with scenario and group discussion, such as within Principle #1: Voice.

Recap: Principle #1 – Voice

When police officers are interacting with members of the community, let them have a voice in the matter. Be fair, impartial, and remember they are part of the process too. Specifically ask yourself how you would like to be treated if the roles were reversed.

Scenario #1:

An officer conducts a traffic stop for a stop sign violation. The officer advised the driver of the violation and asks for identification and insurance. The driver attempts to speak to the officer, but the officer advised the driver to remain silent and in the vehicle. The officer returns with a citation and advises the driver to sign the citation. The driver complies. The officer returns to his vehicles and drives away.

Thinking about the Voice principle, what feelings could the driver be feeling by not being allowed to speak?
How would you feel if you were not able to speak?
What message will the driver share with his peers?
What is the risk of letting the driver speak or vent?

Supervisory question: What leadership role does the supervisor have in ensuring that officers' actions support Procedural Justice?

- Leading by example
- Professionally and courteously interacting with the community
- Supporting and guiding members in the performance of their everyday duties
- Ensuring members allow the community a voice
- Supporting active listening

What types of intervention can be made to avoid potential citizen complaints of biased policing?

(Attachment #6, Roll Call Training Examples)

Roll call training sessions are distributed monthly which allows for ample time for all members within a command to receive the training. The roll call training at the different commands is administered by supervisors and tracked via "Training Acknowledgement" forms which must be signed by the trained members. The information is entered into HRMS for electronic data tracking purposes. (See Attachment #7) Training Acknowledgement Form

3) Evidence of Proficiency in training - e.g., a passing grade or completion.

Sworn members are mandated by the state to attend AO/CPT. Failure to attend this training results in the suspension of an officer's peace officer status. The Training Division provides training completion certificates for officers and non-sworn members. They also update the member's HRMS training file once the course is completed. All recruits are also provided this training as a component of the POST certified Academy



Collaborative Reform Completion Memorandum

curriculum. The recruits cannot successfully graduate from the Academy unless they fulfill this training requirement. (Attachment #8) Training Audits again show participation and completion of the listed courses.

4) Ongoing improvement loop, including review or audit to ensure participation learning needs review and follow up, when needed.

All members attending training are required to complete a course survey. These surveys are reviewed by the instructors and Training Division staff members and based on the input provided by the students, the training is modified and updated as necessary. Completed course example surveys for Principled Policing and Managing Implicit Bias (See Attachment #9 Course Evaluations)

Department General Order 1.08 Community Policing summarizes our practices for evaluating training needs for continual improvement:

"COMMUNITY POLICING TRAINING

The Commanding Officer of the Youth and Community Engagement Unit within CED is responsible for ensuring the Department remains abreast of national policing best practices and will work closely with the Training Division to ensure that the training curriculum is consistent with such practices and includes contemporary examples of successful practices both within the Department and nationwide. The Community Policing and Problem Solving Oversight Committee will be responsible for the ongoing review process to review national policing best practices and update the training curriculum. On an annual basis, the Community Policing and Problem Solving Oversight Committee will convene to discuss emerging community policing practices and provide a brief public report of its findings or recommendations.

All Department members (sworn and non-sworn) shall attend Community Policing training every two years. This training shall be developed by the Training Division in consultation with the Community Engagement Division and a minimum of 2 hours in length. Training should include best practices in community policing, community engagement, customer service, and problem solving. Non-sworn Department members are also required to receive training in community policing. At the Basic Academy level, academy training will include discussions, tours, and other interactions with a range of communities and neighborhoods as part of the Academy's Community

The Field Training Office of the Department's Training Division is required to direct Field Training Officers to develop and deliver training to a recruit during Field Training which includes key community policing concepts as a way to augment and expand training provided in the Basic Academy."



Collaborative Reform Completion Memorandum

DGO 1.08 is complete and was voted on for adoption by the San Francisco Police Commission on 10/07/2020. (Attachment #10 DGO 1.08)

On 10-22-2020, members from SFPD Professional Standards participated in a conference call with members of Hillard Heintze and the California Dept of Justice. During the prescreening, suggestions and guidelines were discussed for this recommendation as described below:

"Cal DOJ and Hillard Heintze requested the HRMS tracking sheet for Principled Policing and Procedural Justice training be included in the package to support SFPD's statement that 97% of SFPD personnel have completed this training. For Compliance Measure 1, Cal DOJ recommended adding that DGO 1.08 requires community policing training every two years. Cal DOJ and Hillard Heintze also requested more information on the link between the trainings and customer service for Compliance Measure 2. Cal DOJ recalled that the trainings included some scenarios, such as issuing a traffic ticket, that included customer service and that could be described as support."

In response:

-SFPD academy personnel and business analysis team (BAT) members helped with creating additional training audits of the requested courses and attachments were added to #8 Training Audits. Audit sheets are broken down by course and rank. "0300 Advanced Officer Training (2017-2018)" is listed on Supplemental Principled Policing Training Report as the course was included in that training week.

-Language and quote from DGO 1.08 was added to compliance measure 1 regarding training requirements for every two years.

- Customer service and engagement was addressed and how it is part of the Procedural Justice course. As an example, explanation of video and discussion surrounding a traffic ticket scenario in training module 3 was included with course outline attachment. (Attachment 11). Additionally, Roll Call training: Voice was cited as a discussion of customer service.