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THE SAN FRANCISCO POLICE DEPARTMENT VISION STATEMENT

The San Francisco Police Department is committed to being a world-class police department and a leader among urban police departments by hiring and promoting talented officers and professional staff, employing the highest standards of performance, best practices in policing, and accountability, and reflecting the values of the world-class city it serves.

San Francisco has an international reputation for its commitment to human values: compassion, fairness, diversity, human rights, and justice. These values must be at the forefront of the SFPD as it fulfills its public safety mission.

The San Francisco Police Department strives to adhere to the highest standards and reflect the diversity of its community members. The people of our communities and members of the Police Department must be united in their commitment to addressing crime, violence, and quality-of-life issues by engaging one another and all city agencies in problem-solving partnerships.

Police strategies and tactics must be driven by accurate, timely and reliable information supplied by current and emerging technologies and supported by the Department's systematic engagement of all of San Francisco's diverse neighborhoods.

The Police Department strives to maintain the trust of San Francisco community members by actively engaging with the neighborhoods it serves. The Police Department seeks to make its policies and operations as open as possible. When there are complaints involving the police department, both the public and the police are best served by a system of accountability that is expeditious and fair to all involved.

To make this vision a reality, the Police Department must reward the hard work, ingenuity, and resourcefulness demonstrated by its employees, and must offer state-of-the-art training, development and career opportunities for advancement and retention. This will ensure that employees see the Police Department as a lifelong career and strive to become the department's next generation of leaders.

As adopted by the San Francisco Police Commission on July 16, 2008.

The San Francisco Police Department vision statement is designed to present an image of what the San Francisco Police Department wants to develop into—an ideal yet achievable future. While the Department may already embody some of the elements described in this vision, the vision statement intends to present a complete picture of the Department's aspirations. In a nutshell, it answers the question "What do we want this organization to become?"

ABOUT THE VISION STATEMENT

The vision statement has the quality of uniqueness; it fits the unique qualities of the City of San Francisco and reflects what San Franciscans have said they want from their Police Department. The vision statement recognizes that the City of San Francisco is a world-class city, noted not only for its physical beauty but also for its community members' commitment to a collective *humanity*—their compassion, support for human rights, justice, and diversity. Diversity in San Francisco is broadly inclusive, encompassing but not limited to: race, religion, sex, national origin, ethnicity, age, disability, political affiliation, sexual orientation, gender identity, color, marital status, and medical condition.

The vision statement also recognizes that in San Francisco, these values are not just words. San Franciscans take seriously the democratic process and demand that all agencies of the local government embrace these values in their decisions and actions.

Thus, San Francisco wants its Police Department to be part of the community, not separate. Community members want a police department that shares their own ideals. That is why the vision statement begins with a commitment that the Police Department will embrace the City's commitment to compassion, fairness, diversity, human rights and justice.

<u>Developing a Workforce Reflective of the City</u>
When the Police Department workforce reflects the diversity of the city's community members, the police can best mirror the character of San Franciscans. As one owner of a small business put it when asked to describe an ideal SFPD, officers should be seen as "part of the community—one of us." Many community members express a desire to be treated with respect by the police. They do not want a police department that feels like an external force, but rather as members of a family who treat those they serve as they would treat their own family members.

<u>Moving from Reactive to Proactive Policing</u>
The vision statement reflects that the Police Department's core mission includes responding to crime and violence as well as undertaking large-scale proactive efforts to *prevent* crimes. Because the causes of crime are infinitely complex, the police cannot be successful in crime prevention without fully engaging communities in identifying the conditions that result in crime, neighborhood by neighborhood, and then eliminating or reducing those conditions. The Police Department must constantly form problem-solving partnerships through which community members help identify the problems of most concern to them, work with officers to gain as complete an understanding as possible of the dimensions of the problems, explore the responses most likely to solve the problems, determine the criteria for judging success, and implement solutions.

Leveraging Technology

The vision statement also reflects concerns that the Police Department needs to take full advantage of technologies that have proven successful in fighting crime and in helping to make administrative decisions. This includes current and emerging technologies, such as systems that provide accurate, reliable, up-to-the-minute information to the police about crime patterns, which they can then use to make timely and informed decisions about countermeasures. This also includes information and communication technologies that provide street-level information directly to officers by community members, as well as technologies that assist in analyzing resource allocations, deployment and use of time, helping to improve department efficiency. The Police Department must obtain and implement state-of-the-art technology, and must establish methods of obtaining information from its neighborhood partners, who often identify crime problems before even the best information technology can bring them to the attention of police.

Ensuring Accountability

The vision statement emphasizes that the Police Department must be accountable to its community members and leadership. Fundamentally, police actions must be authorized by the community. Police actions must be viewed as appropriate and legitimate. Society gives the police the legitimate authority to use force and to deprive people of their liberty when necessary; and therefore, the police must be held to the highest standards and must be accountable and open to review of their actions. The police must be judicious in using their power—and must act properly in all of their daily activities. The police must continually seek to gain and maintain community members' trust. One of the best ways for the police to obtain that trust is to establish strong systems of accountability that allow community members' complaints to be aired in a fair and expeditious manner. Community members and police officers alike desire a disciplinary system that reaches timely conclusions. There is no doubt that a system that takes years to reach conclusions serves neither officers nor the public. The City and all stakeholders must establish and maintain a disciplinary system that is fair, transparent and expeditious.

Ensuring Transparency

To be accountable to the people, the Police Department must also strive to be open and transparent, within the bounds of the law, in its policies and procedures, its training, and in the processes it uses to review its own actions. The department must put into place methods to monitor and manage the behavior of its employees. The department must hold itself to the highest possible standards and invite questions and concerns when it seems to fall short of expectations.

Building Careers and Developing Personnel

The vision statement renews the San Francisco Police Department's commitment to providing the city with the best possible employees. San Francisco Police Department employees express satisfaction with many aspects of their jobs, but desire more concrete ways of achieving recognition and advancement within the organization. It is in everyone's best interest to have police employees who view their jobs as a lifelong career, not as a temporary position or a stepping stone to something else. The Police Department must engage in leadership development at all levels of the organization, beginning with those it chooses to bring into the department. Efforts must be made to develop an interest in the policing career path to encourage San Franciscans to become officers. Training must be of the highest possible quality, designed to

equip new employees with the unique skill sets they need to be effective in San Francisco. The department must also provide ongoing training throughout its employees' careers. And the department must institutionalize systems to reward people for their hard work and creativity in solving problems.

Providing Leadership

The department also must provide strong direction and support for its officers, especially when they are called upon to handle difficult issues. Policing is an extremely difficult job and far more complex than the policing of past generations. Officers often are required to strike a fine balance on delicate issues. For example, a continuing policing issue is how to devote resources to focus on serious violent crime and also on "quality of life" offenses. Given the increasing number and complexity of such challenges, the City and Police Department must work to provide their employees with guidance and leadership on difficult issues and support them when they make honest mistakes. Such guidance and direction must be based on the Police Department's knowledge of community members' views, developed through its tight connections with them. In this way, officers' street-level actions will be extensions of sound policy decisions, and officers can perform their duties to the best of their ability, secure in the knowledge that their actions have the support of San Francisco community members.

The Police Department must also exercise its leadership in working collaboratively with other city departments, especially other agencies in the criminal justice system. To ensure an effective and coordinated response to crime, the Police Department needs to build strong working relationships with prosecutors, public defenders, probation and parole officials, nonprofit organizations, and others.

Balancing Democratic Process and a Sense of Urgency

Finally, San Franciscans' strong belief in the democratic *process* must not result in a failure to act simply because the process is allowed to be never-ending. Crime is always a serious problem in big cities, even when it is declining, so the status quo is never good enough. The San Francisco Police Department must reinforce its commitment to balancing the need for sound process with a sense of urgency in making the necessary decisions that will provide a world-class city with a world-class police department.

SAN FRANCISCO POLICE DEPARTMENT VISION
PROCESS OVERVIEW AND SOURCE SUMMARY

PROJECT BACKGROUND

The purpose of the San Francisco Police Department Organizational Assessment is to determine how the department can best meet the city's current and future public safety needs. The assessment is designed to capture where the department is now and to determine where it needs to go over the next decade to become a world-class police department—reducing crime, promoting community involvement in policing, ensuring a healthy diversity in the department, and developing the next generation of leaders who will continue the SFPD's new vision.

The City of San Francisco's Office of the Controller has contracted with the Police Executive Research Forum (PERF) to conduct the Organizational Assessment. The core "project team" includes members of the Controller's Office, SFPD and PERF. The project is overseen by a Steering Committee composed of the Chief of Police and representatives of the Police Commission, Board of Supervisors, Mayor's Office and Controller's Office.

The SFPD Organizational Assessment has two phases. During the first phase, critical departmental issues will be reviewed and recommendations for improvement will be developed. The second phase involves the implementation of the recommendations generated in the first phase. An integral part of phase one is creating a strategic vision for the department. This document offers a process overview and source summary of how the Vision Statement submitted to the city was created.

THE STRATEGIC VISION

Developing a vision statement for a major city police department requires an understanding of the views of two groups of people: the people who are served by the department, and the department's employees. The people who are served by the department must be asked what kind of a police department they want, and how that compares to the type of department they think they currently have. And the members of the police department, who have the critically important inside perspective on how the department functions and how it can be improved, must be given a chance to offer their candid observations and guidance on how to shape a long-term future for the department.

Accordingly, PERF began its work on crafting a vision statement for the San Francisco Police Department by arranging for a variety of focus groups and individual interviews to be conducted with members of the San Francisco community and the police department, as well as with community leaders and local officials. Community members and police also were invited to post comments about the future of the police department on a website created for this project. Working with our local partners on the San Francisco project, Pendergrass Smith Consulting and Barbary Coast Consulting, we asked questions about the strengths and weakness of the police department, the challenges it is facing, the crime problems in the city, and what kind of a police department people would like to see in the future.

PERF's process of soliciting the views of San Francisco community members, members of the police force, and community leaders regarding the future of the SFPD included the following:

COMMUNITY INPUT

Strategic Review Committee

The Strategic Review Committee is made up of approximately 20 community representatives from a broad range of groups, including faith-based groups, senior and disability organizations, immigrant groups, "watchdog" groups, violence prevention groups, and labor and business organizations. The Committee will offer valuable input and recommendations throughout the two-year Organizational Assessment of the San Francisco Police Department. Additionally, its members will provide the study with a consistent level of citizen input to ensure that the study meets its stated goals. The first Strategic Review Committee meeting was held in January 2008, and committee members provided input on their vision for the SFPD.

Committee members were selected by the project's Steering Committee and were invited to participate in the Organizational Assessment process by San Francisco Police Commission President Theresa Sparks and Police Chief Heather Fong.

External Stakeholder Interviews

Barbary Coast Consulting conducted interviews of key individuals identified by the project team and Steering Committee as having a special interest in the Organizational Assessment and/or representing key SFPD constituencies. These individuals included heads of city departments and agencies, leaders of local nonprofits, as well as elected and appointed city officials and other community members from key constituent groups. Barbary Coast conducted 44 interviews between October 2007 and February 2008, with three more conducted by PERF staff. The information gathered through these interviews was intended to complement the public feedback gathered through other means, such as the project website, focus groups, and the Strategic Review Committee. The External Stakeholder questions are located at the end of this document in Attachment II.

Focus Groups

Under the leadership of Pendergrass Smith Consulting, five focus groups were conducted in mid-October and one focus group was conducted in November to gather input across different categories. These focus groups were held in different areas of the city, and participants came from a mix of neighborhoods. Session members ranged from professionals to working class residents to homeless persons. Over 100 community members contributed to the sessions and were able to provide direct input to our team. Details of the focus groups are below.

- Session 1 was held in the Bayview-Hunters Point neighborhood and had 18 participants.
- Session 2 was held downtown at the Shinnyo-en Foundation and had 13 participants.
- Session 3 was held in Chinatown and had six participants.

- Session 4 was held in the Southeast sector of the city at the Global Exchange and had 16 participants.

- Session 5 was held in the Western Addition neighborhood of the city and had 28 participants.

- Session 6 was held in the Richmond District and had 17 participants.

- Separate smaller sessions were held with 15 more members of the community.

Citywide Outreach

Barbary Coast and PERF developed a number of opportunities to solicit input from the general public through several broad outreach campaigns. In collaboration with project team and Steering Committee members, we developed a contact database of 870 interested individuals serving community-based organizations with whom we hope to communicate on an occasional basis regarding the Organizational Assessment's findings. Approximately 350 of those individuals were notified of the project via a mass e-newsletter. Through the newsletter and other communications, the team also provided opportunities for interested parties to provide online feedback via the project website, and by telephone through the project hotline.

The San Francisco Police Effectiveness Review website, www.sfpolicereview.org, allowed interested stakeholders to respond to the same battery of questions that were utilized during the focus groups and stakeholder interviews. This feedback mechanism was also available in Chinese, Spanish, and Russian, allowing a broader audience to provide input to the study.

We also encouraged selected individuals who were unable to participate in the interviews and focus groups to provide online feedback.

INTERNAL INPUT

SFPD Interviews

The PERF team met with representatives from the San Francisco Police Commission, including the Office of Citizen Complaints, as well as members of the police department. In addition to the Office of the Chief, command staff and civilian directors from all four bureaus of the department were interviewed. SFPD officers in charge of bureau subdivisions and units were also included in the interview process. Internal Stakeholder questions are available at the end of this document in Attachment II.

Internal Focus Groups

In the interest of engaging a diverse cross-section of police department personnel – diverse in terms of both objective circumstances (gender, ethnicity, sexual orientation, time in the department, position in the department, etc.) and ideas and perspectives – PERF conducted four focus groups with San Francisco Police Department personnel. These focus groups are outlined below:

- Group 1 participants included 12 civilian, line-level employees representing all bureaus. Members were from several different divisions and units including Report Management, Property Control, Staff Services, Planning, Technology, and Fiscal.

- Group 2 participants included 10 sworn, first-line supervisors. Each patrol watch was represented, as were investigations, the airport and specialized support units.

- Group 3 participants included sworn mid-managers. Four lieutenants and one sergeant serving in an acting lieutenant capacity participated in the session.

- Group 4 participants consisted of 12 line-level participants, ten sworn and two non-sworn representing Field Operations and Investigations Bureaus and members of specialized support units.

SFPD Online Feedback

In an effort to maximize opportunities for involvement, police department members not contacted as part of the internal focus groups or interviews were able to provide input into the visioning process online. This instrument, which was comprised of the same questions as those used in the internal focus groups, was hosted on an independent website to allow personnel to provide input when and where it was most convenient. SFPD personnel were alerted to the opportunity through notification in the department's A-Bulletin, postings on the department's Intranet, command staff and roll call briefings, and PERF staff, who were on-site during the week of November 26.

SUMMARY

Significant effort was dedicated to obtaining input from a broad and diverse cross-section of San Francisco. Many themes emerged during this process and those topics are reflected in the Strategic Vision provided to the city by the PERF team. It is clear that with commitment and enthusiasm from the community, the police department and government officials, the standards described in the vision are within reach.

Attachment I presents a comprehensive list of all individuals who participated in crafting the SFPD vision statement through our internal and external interview and focus group process. Attachment II includes the questions asked during the External and Internal Stakeholder Interviews.

Attachment I

The following table presents the 161 participants in the "External Stakeholder" interviews and focus groups.

Name	Organization
Alvin Williams	Community Member
Ann Shord	Community Member
Anni Chung	Self-Help for the Elderly
Anthony Franklin	Community Member
Audrey Ward	Community Member
Ben Lee	Community Member
Bevan Dufty	Board of Supervisors
Brice Robinson	Community Member
Calvin Jones	Community Member
Carl Brown	Community Member
Carlos Garcia	San Francisco Unified School District
Carmen Chu	Board of Supervisors
Chris Lette	Community Member
Cindy Brandon	San Francisco SAFE - "SRC Member"
Cui Yan Xie	Community Member
Curtis Campbell	Community Member
Cynthia Williams	Community Member
Dale Jacobs	Community Member
Dan Semelsberger	Community Member
Daniel Hurtado	Community Member
Daniel Mancia	Community Member
David Campos	Police Commissioner
David Ebarle	Department of Emergency Management Support Services Manager
David Gutierrez	Community Member
David Hirtz	Community Member
Diane Thomas	Community Member
Diane Yip	Neighborhood Watch Group - Ingleside
Donald Bachner	Community Member
Donald Henderson	Community Member
Earl Moore	Community Member
Emily Moto Murase	San Francisco Department on the Status of Women
Father Paul	Community Member
Frances Hsieh	Office of Senator Carole Migden
Francisco Andrade	Community Member
Galen Gee	Community Member
Garth Collins	Community Member
Gavin Newsom	Mayor
George Jones	Community Member
Gerardo Sandoval	Board of Supervisors
Gilda Serrano	Community Member
Gillian Gillett	San Jose/Guerrero Coalition to Save our Streets
Gina Fromer	Community Member

Gina Nibbi	Pacific Union Real Estate
Gracia Wiarda	Community Member
Helynna Brooke	Community Member
Herb Alston	Community Member
I. Fabular	Gartner Consulting
Jackie Wright	Community Member
Jacqualin Laurent	Community Member
Jakada Imani	Ella Baker Center for Human Rights
Jake McGoldrick	Board of Supervisors
James Ellis	Community Member
Jamie Woo	Community Member
Jean Field	Office of Citizen Complaints
Jeanne Woodford	Adult Probation Department
Jed Lane	Community Member
Jeff Adachi	Office of the Public Defender
Jermain Collins	Community Member
Jerry Taylor	Community Member
Jesus Estrada	Community Member
Jodi Schwartz	Lyric
Joe Alioto Veronese	Police Commission
John Scott	Community Member
John Serrano	Community Member
John Torres	Department of Children, Youth, and Families
Johnican George	Community Member
Joseph Watkins	Community Member
Joyce Hicks	Office of Citizen Complaints
Juan Luis Loza	Community Member
Julio Escobar	Comunidad San Dimas - “SRC Member”
Justin Surber	Community Member
Karen Wong	Chinatown Resident
Kari Lee	Chinatown YMCA
Kay Tsenin	San Francisco Superior Court
Keith Wilson	Community Member
Ken Stein	Community Member
Kenneth Mayes	Community Member
Kevin Ryan	Mayor’s Office of Criminal Justice
Kim Humphrey	Community Member
Kimberly Wicoff	Communities of Opportunity
Kinny Li	Community Member
Kitty Ha	Community Member
LaShawn Boston	Community Member
Laura Phillips	Department of Emergency Management Executive Director
Lawson Snipes Jr.	Community Member
Leela Gill	North of Panhandle Neighborhood Association
Leigh Ann Baughman	Community Member
Linda Ng	Community Member

Lisa Hoffmann	Department of Emergency Management Deputy Director
Lisa Shell	PG&E
Liz Thornton	Community Member
Lonnie Holmes	Community Member
Lydia Vincent	Community Member
M. Hennessey	Sheriff's Department
Mai Ho	Asian Perinatal Advocates
Margaret Chiu	San Francisco Unified School District - “SRC Member”
Marianne Hampton	Community Member
Mark Adams	Community Member
Mark Sanchez	School Board
Mark Schlossberg	ACLU of Northern California
Marlene Tran	Community Member
Mary Harris	Ocean View-Merced Heights-Ingleside Neighbors in Action - “SRC Member”
Maya Dillard Smith	MOCJ Violence Prevention Director
Mesha Monge-Irizarry	Community Member
Michael Barrett	Community Member
Michael Jawitz	Community Member
Michael Messina	Community Member
Michael Minix	Community Member
Michael Peters	Community Member
Michela Alioto-Pier	Board of Supervisors
Niam Harrison	Community Member
Nikki Calma	SF Pride Board/Asian & Pacific Islander Wellness Center - “SRC Member”
Pat Knapp	Community Member
Paul Stewart	Community Member
Petra DeJesus	Police Commission
Po Yee Ung	Asian Pacific American Community Center (APACC)
Quintin Mecke	Safety Network Partnership
Quijuan Maloof	Community Member
R. Guintini	District Attorney's Office
Rachel Redondiez	Office of Supervisor Chris Daly
Raymond Ng	Community Member
Rebecca Rolfe	SF LGBT Center
Reed Fromer	Community Member
Rev. James McCray	Community Member
Richard Rendon	Community Member
Richard Smart	Community Member
Robert Montgomery	Community Member
Robert Yu	Bay Area Immigrants Rights Coaltion
Roger Grant	Community Member
Ron Well	Community Member
Rose Chung	Office of Supervisor Aaron Peskin
Ross Mirkarimi	Board of Supervisors
Sandra Fewer	Community Member
Sean Elsbernd	Board of Supervisors

Sharen Hewitt	Community Member
Shawn Brown	Community Member
Shirley Moore	Community Member
Shirley Smart	Community Member
Sonyja Blanson	Community Member
Sophie Maxwell	Board of Supervisors
Stephen La Plante	Community Member
Steve Falk	San Francisco Chamber of Commerce
Steven Cornell	Brownies Hardware
Terry Levern	Community Member
Thomas P. Mazzucco	Police Commission
Tina D'Elia	Communities United Against Violence - "SRC Member"
Tom Ammiano	Board of Supervisors
Tom Knapp	Community Member
Tomiquia Moss	Tenderloin Neighborhood Development Corporation - "SRC Member"
Tommie Hannah	Community Member
Tony Kelly	Community Member
Troy Dangerfield	Community Member
Walter Simmons	Community Member
Walter Turner	Community Member
Wendy Dawson	Community Member
William Sifferman	Juvenile Probation Department
Willie B. Bender, Jr.	Community Member
Willie B. Kennedy	Community Member
Yvonne Y. Lee	Police Commission
Zoee Astrachan	Interstice Architects
Zoon Nguyen	Office of the Assessor-Recorder

The Internal Stakeholder interview participants were members of the San Francisco Police Department and are listed below. They totaled 90. *(SFPD focus group participants were allowed to remain anonymous in order to encourage openness and candor in their discussion and are not included in the following list).*

A. Brown
A. Casillas
A. Fotinos
A. Pardini
A. Sevilla
A. Villagomez
B. Chin
B. Fong
B. Magee
B. Topp
C. Casciato
C. Orkes
C.J. Keohane
C. Holt
D. Collins
D. Lazar
G. Corrales
G. Delagnes
G. Jimenez
G. Pohley
G. Yee
H. Fong
H. Garcia
I. Sequeira
J. Ballentine
J. Chisholm
J. Dudley
J. Ehrlich
J. Feeney
J. Garrity
J. Goldberg
J. Grady
J. Schlotz
J. Tidwell
J. Williams
K. Brown
K. Bukowski
K. Cashman
K. Sanford
L. Espinda
L. Millitello
L. Ramian
M. Chacon
M. Connelly
M. Dunnigan
M. Gamble
M. Gonzales
M. Moore
P. Chignell
P. Jackson
P. Johnson
P. Rames
R. Corriea
R. Kilshaw
R. Roth
S. Craig
S. Dehaven
S. Dillon
S. Harper
S. Ferrigno
S. Silverman
S. Tacchini
S. Titel
S. Tong

D. Mahoney
D. McDonagh
D. O'Leary
D. Schmitt
D. Shinn
E. Cota
E. Ferrando
J. Hennessey
J. Lindberg
J. Lynch
J. Lynch
J. McFadden
J. Murphy
J. Reilly
M. Pengel
M. Stasko
M. Sullivan
M. Tabak
N. Gittens
N. Greely
N. Martinez
T. Hettrich
T. McCoy
T. O'Neill
T. Wearing
V. Rothenberg

Attachment II

External Stakeholders were asked the following questions during interviews and focus groups.

1. Tell us how long you have been a resident of San Francisco and how crime impacts your life.

2. What are your expectations of the San Francisco Police Department?

3. Are those expectations being met?

4. What do you think are the strengths of the San Francisco Police Department? What is that based on?

5. What are the weaknesses of the San Francisco Police Department? What is that based on?

6. What would the ideal San Francisco Police officer be like? Can you provide an example?

7. As a resident, do you want to be involved in policing in San Francisco? If you want to be involved, explain how.

8. Please sum up your vision for the ideal SFPD in one word or phrase.

Internal Stakeholders were asked the following questions during interviews and focus groups.

1. What are the most significant crime issues facing San Francisco?

2. How do you think the police department could be more effective in addressing crime issues?

3. Can you identify specific areas where the department performs exceptionally well?

4. Can you identify specific areas the department could improve upon?

5. What do you feel are the most important qualities for a San Francisco Police officer to have?

6. Can you identify the specific steps that the department could take that would enhance career development for officers?

7. If you had your way, 5 years from now what would the SFPD be like?

8. Please sum up your vision for the SFPD in a word or one sentence.