

## Recommendation 39.3

GM

Gabriel Martinez [REDACTED]

Fri 7/23/2021 2:58 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 39.3 that were submitted to us as part of the collaborative reform process. This package focused on SFPD establishing a committee with community engagement focused on neighborhoods disproportionately affected by crime. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 39.3: The SFPD should establish a Strategic Planning Steering Committee composed of representatives from the community and various sections of the department within 90 days of the issuance of this report. This committee should collaborate to develop policies and strategies for policing communities and neighborhoods disproportionately affected by crime and for deploying resources that aim to reduce crime by improving relationships and increasing community engagement.

Response to 39.3: In 2017, SFPD partnered with Price Waterhouse Coopers to develop a strategic plan. Price Waterhouse Coopers created a strategic framework, identified strategic initiatives, and established three committees with community input from stakeholders. The External Advisor committee included the local chapter NAACP President, a member of the SF Interfaith Council, and the San Francisco Bar Association Director of Court Programs. SFPD is continuing the work of Price Waterhouse Coopers through standing committees.

SFPD has codified community input through standing committees in Department General Order 1.08, "Community Policing," (published February 10, 2021). The General Order establishes two committees: (1) a Community Policing and Problem Solving

Implementation Committee (Implementation Committee), and (2) the Community Policing and Problem Solving Oversight Committee (Oversight Committee). The General Order directs the Implementation Committee to meet quarterly and is made up of internal and external stakeholders, including district station captains, the commander of the Community Engagement Division, community members, and representatives from the Department of Police Accountability. The committee is responsible for reviewing SFPD's efforts at community policing and problem solving, including reviewing community engagement for effectiveness, discussing community policing plans, and developing strategies and plans incorporating community policing best practices. Additionally, each year, all SFPD bureaus, district stations, units (e.g., Professional Standards Unit), and details (e.g., SFPD's Homicide Detail) must issue an annual strategic plan that reflects input from the community. At the end of each year, the Field Operations Bureau Commander and District Chief, as well as the Commander of the Community Engagement Division, are required to provide a review of the past year's engagements and outcomes.

SFPD has also formalized a process for revising Department General Orders by issuing a Chief's Directive on General Order Working Groups on December 27, 2019. Under the Directive, many General Order revisions require working groups that include community input. Policies that require input from working groups include any revisions to policies on use of force, community policing, crowd control, sexual assaults, and investigative detentions, among others.

The Oversight Committee includes the deputy chief and commander of the Field Operations Bureau, district station captains, a representative from the District Attorney's Office, and community stakeholders. The Oversight Committee will oversee the progress of district station captains to ensure accountability and record and disseminate best practices.

General Order 1.08 also requires Community Policing Advisory Boards at each district station. The Boards are intended to create a forum for the community to raise concerns and work with SFPD on addressing the concerns. SFPD created a Board manual to clarify roles and responsibilities, including an annual review process for setting community priorities and plans.

Building on the strategic initiatives from Price Waterhouse Coopers, SFPD has created a process for annual strategic priorities. For 2021, gun violence response in the Bayview Police District became a strategic priority because of an increase in gun violence in the Bayview, and has resulted in the district station captain creating the Bayview Community Violent Crime Task Force. The Task Force meets monthly with community members to discuss potential solutions and identify resources. SFPD has also developed a Street Violence Intervention Program aimed at intervening with community support with individuals at risk of gun violence. SVIP engages with the individual, their family, and support network to extricate individuals from situations leading to gun violence. In 2021, San Francisco received a \$1.5 million California Violence Intervention and Prevention Grant to fund the SVIP program.

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.

<b>Finding # 39</b>	<b>The SFPD does not have a department-wide strategic plan that articulates a mission and identifies the goals and objectives necessary to deliver overall policing services.</b>
<b>Recommendation # 39.3</b>	The SFPD should establish a Strategic Planning Steering Committee composed of representatives from the community and various sections of the department within 90 days of the issuance of this report. This committee should collaborate to develop policies and strategies for policing communities and neighborhoods disproportionately affected by crime and for deploying resources that aim to reduce crime by improving relationships and increasing community engagement.

<b>Recommendation Status</b>	<b>Complete</b>	Partially Complete	In Progress
	Not Started	No Assessment	

**Summary**

This original recommendation was focused on a developing an initial overview strategic plan to help the department move forward in a structured and consistent method – particularly with community policing. The department has expanded the vision of this recommendation into a series of strategic plans predicated upon key focus areas.

As part of its overarching and initial approach to strategic planning the department sought the assistance of a private consulting firm to help direct its initial planning and direction. There was a Steering Committee as part of the plan. While not established within the time frame identified, the department is compliant with measure one.

For compliance measure two, the evolution of the strategic planning process affects the definition of this recommendation. The department provides sufficient evidence of a broad and diverse group that was engaged as the initial strategic plan effort has broken into sub-planning activities. As the department works forward on these sub-oversight committees, there is sufficient structure and evidence they will include both police and community. While a process and group is established in DGO 1.08, the department has yet to activate the External Review Committee described. There is no evidence of the planned strategy or who would be invited into the External Review Committee. Given the work in establishing the Strategic Plan 1.0 and use of an executive steering committee – the department is compliant with this recommendation. However, there is concern that the DGO was enacted in February 2021 and no evidence is provided of the establishment of a replacement committee, which is defined by the department as the External Review committee.

For compliance measure three, the department provides evidence of collaboration in identifying strategies and practices in response to crime in communities disproportionately affected by crime These actions, particularly those in response to the Street Violence Intervention Program, SVIP, align with the goals of this recommendation of including joined partnerships and collaboration between the police community.

For compliance measure four, the work by the department is not as well developed. Evidence is produced that identifies there are pockets of practice in aligning with the use and identification of resources. The department’s policy, DGO 1.08, also provides for the development of strategies in this vein, and while promulgated as policy has not been fully enacted. The actions taken in support of the SVIP, as well as some other examples, identify the commitment and ability of the department in supporting this recommendation. Given the work to date, and the relatively recent enactment of DGO 1.08 – the department has been able to meet compliance with this measure – however, the concern identified in compliance measure three is present here as well – the department needs to move forward with a specific plan to enact the strategies required in this measure to have long-term success and to fully implement the recommendation.

For compliance measure five, the department provides a thoughtful analysis of how it wants to manage ongoing improvement and review. It identifies specific action taken internally by the command staff and at the request of Chief Scott. It also provides the framework for the SVIP program which incorporates review and improvement. However, a joined up collaborative process for review and improvement on strategies is not as strong. The department provides evidence of community collaboration on key strategic focus areas – which supports the overall strategic planning process. Given the transition that the department is in from advancing its Strategic Plan 1.0 into the compiled series of strategic plans. This has been an iterative process with strong community collaboration which demonstrates compliance with the measure. However, for future success, the work for this compliance measure needs to be specific to the strategic goals of the agency and collaborative, including activation of the committees and CPABs identified in DGO 1.08.

Compliance Measures		Status/Measure Met
1	Establish a Strategic Planning Steering Committee by January 12, 2017.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Evidence that the committee is comprised of community members and department members from various sections of the department.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Evidence of collaboration in developing strategies and policies for community and neighborhoods disproportionately affected by crime.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Evidence of collaboration in developing policies and strategies for resource deployment aimed at crime reduction by improving relationships and community engagement.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
5	Ongoing review or audit that ensures the work of the committee is implemented and continues to address issues collaboratively	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

**Administrative Issues**

**Compliance Issues**



## Collaborative Reform Completion Memorandum

**Finding # 39:** The SFPD does not have a department-wide strategic plan that articulates a mission and identifies the goals and objectives necessary to deliver overall policing services.

**Recommendation # 39.3:** The SFPD should establish a Strategic Planning Steering Committee composed of representatives from the community and various sections of the department within 90 days of the issuance of this report. This committee should collaborate to develop policies and strategies for policing communities and neighborhoods disproportionately affected by crime and for deploying resources that aim to reduce crime by improving relationships and increasing community engagement.

**Response Date: 05/04/2021**

### **Executive Summary:**

SFPD established several committees to guide the development of the Department's strategic plan, Strategy 1.0. In addition, other standing committees serve to collaborate to develop policies and strategies for policing communities disproportionately affected by crime.

The ideal strategic planning process includes a survey or engagement of many-hundreds of stakeholder members, including community input focus groups and a community-based input committee, with other committees in other configurations also providing input. These committees, combined with internal input and surveying, best practices review, and other data and information, require specialized expertise to navigate. In addition, to develop a full plan, with goals and objectives, metrics and deliverables, and communicate it well, to make the output accessible and easy to understand, requires a significant investment of time and resources to complete. Procuring external consultants with these expertise has not been possible given lack of resources for this level of engagement and product.

However, with existing internal resources, a pro-bono engagement with Price Waterhouse Coopers, partnership with the San Francisco Controller's Office and Executive Sponsor Working Groups, a comprehensive vision for the future of SFPD has been established. As a result, SFPD has developed multiple strategic plans targeting specific areas of focus, a strategic framework (Strategy 1.0), and a process for annual planning that articulate the vision and meet the needs that strategic planning requires.

With USDOJ recommendations in hand for multiple strategic plans, SFPD began to develop these plans in 2017, commencing with Strategy 1.0 and Community Policing, moving into a Bias Strategic Plan, a Recruitment and Retention Strategic Plan, and a Racial Equity and Action Plan. An annual process to identify and prioritize initiatives that advance Strategy 1.0 allow for an iterative, flexible, and responsive approach to developing and implementing a strategic plan.





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Each of the above-listed plans were intended to stand alone, but SFPD recognizes the need to unify these plans under a single voice and message. The next phase of Strategic Planning will be to 1) confirm the vision/direction that Strategy 1.0 provides, 2) fold all of these plans into the Strategy 1.0 Framework, and 3) message and announce the newest plan. The Department will then turn to implementation, which will include setting long-range goals for each Strategic Cluster (for example, answering the question, “what will SFPD look like or be doing five-ten years from now?”). Once that picture is established, the Strategic Management Bureau will work with internal and external stakeholders to identify and get buy-in on the initiatives that will realize that vision and then will add budget and timeline to the tasks associated with each initiative.

SFPD established committees to work on or guide the development of each of the plans listed above and, in some cases, plans may have had several committees. Of these plans, the Community Policing Strategic Plan is the most relevant to this recommendation. The Community Policing Strategic Plan included a three-pronged input process – from representatives of community based organizations (intended to represent perspectives from a variety of cross-sections of the community), from the members of the Community Policing Executive Sponsor Working Group, and from Department Members. This effort truly embodied and advanced the “Collaborate” Strategic Cluster.

Subsequently, Department General Order 1.08 was developed, citing and drawing from the Community Policing Strategic Plan. Among many other practices critical to the success of community policing, this DGO outlines the ongoing process by which SFPD will gather input from the community in the implementation and oversight of community policing and problem solving.

### **Compliance Measure 1: Establish a Strategic Planning Steering Committee by January 12, 2017.**

#### Community Input to Strategy 1.0:

In 2017, SFPD engaged with the Mayor’s Office to request pro bono assistance from Price Waterhouse Coopers (PWC) to help develop a strategic plan for the Department. This effort created “Safety with Respect, as well as a defining strategy statement, and a larger strategic framework document, which has become the lens through which SFPD views change efforts” ([Attachment 1: External Facing Strategy 1.0](#)). The Strategic Initiative Clusters identified include Collaboration, Improve Responsiveness, Measure and Communicate, Strengthen the Department, and Define the Future.

During the development of Strategy 1.0, Price Waterhouse Coopers sought the input of over 100 internal and external stakeholders ([Attachment 2: SFPD Strategic Plan Launch Presentation](#)). PWC established three committees, including a Steering Committee Direction, feedback, and input sources are included in the below list of groups ([Attachment 2: SFPD Strategic Plan Launch Presentation, Page 9](#)). Information about membership, function, and input processes are included in Compliance Measure 2.



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- SFPD Steering Committee
- Internal focus groups
- Internal sounding board group
- External Advisor group
- SFPD membership
- Community Policing Executive Sponsor Working Group
- Bias Executive Sponsor Working Group
- Recruitment and Retention Executive Sponsor Working Group

PWC also reviewed the USDOJ Assessment report, among others, compiled all of this input, and developed the phrase “Safety with Respect.” During this process, they also developed a Strategy Statement that expands on the concept of Safety with Respect. The work they performed resulted in the Strategy Statement below and articulates the core vision and values of the Department as it makes the changes that are underway:

SFPD stands for safety with respect for all. We will:

- Engage in just, transparent, unbiased and responsive policing
- Do so in the spirit of dignity and in collaboration with the community
- Maintain and build trust and respect as the guardian of constitutional and human rights.

In addition to the PWC Steering Committee, which was one-time in nature, the SFPD seeks ongoing additional input to carry through the vision of Strategy 1.0. These additional standing committees, as outlined in DGO 1.08, address a more specific focus area of addressing and continually reviewing responses to crime.

### Community Input to Policing Activities, Ongoing

On an ongoing basis, SFPD must integrate community input into not only its vision for the future and strategic thinking, but also its operational response to crime and crime problems. SFPD’s operational direction to gather this input resides in DGO 1.08, section 1.08.05.B.2., which states ([Attachment 3: DGO 1.08 Community Policing, Page 8](#)):

#### External Review Committees

“The Commander of the Community Engagement Division is responsible for coordinating two committees consisting of the **Community Policing and Problem Solving Implementation Committee** and the **Community Policing and Problem Solving Oversight Committee.**”





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The implementation committee will be meeting quarterly. In addition to SFPD members, this committee includes non-SFPD members from the Department of Public Health, Dept. of Police Accountability, SFSAFE, and the Controller's Office. Community members include two Community Policing Advisory Board representatives, and, separately, other community members selected by the Commander of Community Engagement. This committee reviews community engagement activities for effectiveness, discusses community policing and problem solving plans and outcomes, remains informed on community policing best practices and uses that information to improve SFPD's plans and/or to implement new strategies or develop new plans. In Recommendation 38.3 it is discussed in depth how the working groups are established. Using Community Engagement as an example, in May of 2017, a Sergeant and Officer assigned to the community engagement division recruited community members at various faith based organizations, community centers, and activist groups to participate in the numerous ESWGs. The officers would solicit the community member's participation to join a working a group and then send an email to formally invite the community member to the working group. The officers would then attend the different working group meetings and make sure they were attended by the invitees. If there was a low attendance observed the officers would then reach out to the executive sponsor of the assigned working group and provide a list of names of community members who wanted to participate in the process to formally invite.

The Oversight Committee will oversee community policing and problem solving strategies, including recognizing Captains that are engaged in best practices and utilizing them for peer trainers, reviewing best practices elsewhere and monitoring progress and growth, and auditing the effectiveness of an electronic platform. They will also review the outcomes and effectiveness of strategies for community policing and problem solving.

The Committee will be co-chaired by the Deputy Chief of Field Operations and Commander of Community Engagement. It will include all Commanders and two Captains of Field Operations, as well as a representative from the Training Division. The membership of the Committee also includes a representative from the District Attorney's Office and community stakeholders.

### **Compliance Measure 2: Evidence that the committee is comprised of community members and department members from various sections of the department.**

PWC used three Committees to develop and vet Strategy 1.0 throughout their 24-week engagement. The roles of the PWC Strategy 1.0 Committees (**membership in Attachment 2: SFPD Strategic Plan Internal Draft Presentation, page 9**) are as follows:

- Executive Steering Committee, guided the strategic planning process, especially at critical junctures. Consisted of leadership within SFPD.
- "Internal Sounding Board," provided "gut check" support to the team for vetting tone and more frequent guidance throughout the engagement. Consisted of Commanders, Captains, Union representatives, and PEG members,



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- External Advisor group, to ensure external considerations were incorporated into the plan. Consisting of City and County of San Francisco Stakeholders, including the Mayor's Office, community members, and representatives from community based organizations.
  - PWC did not document exactly how they chose the External Advisor group and the command staff that was involved in providing guidance has departed. However, in reviewing the membership it is representative of a variety of demographics and perspectives, as follows:
    - Sandy Boyd, Core Faculty of POST Command College – providing law enforcement perspective outside of SFPD
    - Amos Brown, President NAACP and Pastor at 3<sup>rd</sup> St. Baptist Church – perspective of African American community in San Francisco
    - Joelle Kenealey, CPAB Chair Ingleside – community member perspective generally supportive of and/or partnering with police
    - Jay Nath, Chief Innovation Officer, Mayor's Office, City and County of San Francisco – providing elected official perspective and general strategic and technology perspective within the context of the City and County of San Francisco
    - Michael Pappas, SF Interfaith council – community perspective from a large representation of cultural backgrounds
    - Mattie Scott, Bayview Homicide Advocates – community perspective of those communities most impacted by violent crime.
    - Julie Truan, Director of Court Programs, San Francisco Bar Association – voice of those with the most contact with police and the criminal justice system and a perspective not typically supportive of police.

In addition, PWC gathered input from focus groups with SFPD personnel, both professional and sworn (Attachment 2: SFPD Strategic Plan Internal Draft Presentation, page 8 and 25). Finally, PWC also sought the input of the Executive Sponsor Working Groups developed under the Collaborative Reform Initiative (CRI), for Community Policing, Bias, and Recruitment and Retention. The membership for the Community Policing Working Group in particular, but also the Bias Working Group, included many community members and is contained in Attachments 3 and 4 (Attachment 3: Bias ESWG Membership and Attachment 4: Community Policing ESWG Membership).

The ESWG also identified additional contacts to survey as input to the Community Policing Strategic Plan, which can be found at the link below. The process and methodology by which the survey recipients were identified is found in appendix F.  
<https://www.sanfranciscopolice.org/sites/default/files/2020-11/SFPDCommunityStrategyPlan.20201102.pdf>.

Each of the Executive Sponsor Working Groups mentioned also developed strategic plans for those focus areas, which are discussed in other recommendations responses. However,



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specific to compliance measures 2, 3, and 4, the focus of discussion in this recommendation will be on Community Policing Strategic Plan and subsequent DGO 1.08 Community Policing. The work completed by and input received from the Community Policing Executive Sponsor Working Group was vital to the completion of the Community Policing Strategic Plan and DGO 1.08. (Attachment 5: DGO 1.08 Community Policing)

### **Compliance Measure 3: Evidence of collaboration in developing strategies and policies for community and neighborhoods disproportionately affected by crime.**

SFPD has increased its engagement with the community to get input on how to approach enforcement activities in areas most impacted by crime. This is done in two ways, through direct engagement of certain neighborhoods and through targeted analysis and response in a collaborative effort with California Partnerships.

A good example of this dual-approach is SFPD's gun violence response. The outcome of setting Strategic Priorities for 2021 (please refer to compliance measure 5) identified "Gun Violence Response" as one of those priorities for 2021. This priority was developed under the Strategic Initiative Cluster of "Improve Responsiveness" that is included in Strategy 1.0.

#### Addressing Violence Increase in the Bayview

As violent crime, and gun violence in particular, has increased in 2021, SFPD has identified that the Bayview Police District has been particularly impacted by this increase. The Bayview Community Violent Crime Task Force was created by Captain Dangerfield in November of 2020. It was created so residents of the Bayview district could meet once a month to discuss one or two major concerns in the district. The Bayview residents are the stakeholders. The goal is for them to develop a solution(s) to minimize or even eliminate the concerns highlighted for discussion. They are encouraged to accomplish these tasks by utilizing alternative city resources in addition to the SFPD, such as DPW, DPT, the city attorney, and their district supervisor. Currently, the intersection of Keith St. and Thomas Ave, and the San Bruno Ave. corridor are areas of great concern. The residents have been in contact with their respective supervisors in these areas and have been at the forefront of proactive involvement, always being mindful that their personal safety is priority. (Attachment 6: Bayview Public Safety Strategies).

In September 2020, the School Resource Officer program was dissolved and those assigned officers were reassigned to patrol. A need developed in certain areas of the Bayview district to engage with the community effectively to deal with the rise in violent crime. The officers that were once assigned to the School Resource Officer program were reimagined as Community Engagement Officers, or CEOs. ("Attachment 7: Bayview SRO assignments pre-COVID" shows the SROs as assigned to the Bayview pre COVID).

Although the number has fluctuated since late 2020, Bayview Station currently has one CEO (See "Attachment 8: Bayview Day-watch Daily Assignment Report" in the "Community Engagement" section). The CEO is assigned to the area in and around the Alice Griffith



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apartments. The duties include checking in daily with the rental office, acting as a liaison with the community and the SFPD, being a visual presence, and participating in community events. Events include backpack giveaways, food distribution, and indoor/outdoor activities with youth. Due to the current COVID-19 restrictions, participation in community events is limited.

Typically, the CEO is one with good standing and rapport within the community they are serving. This trust the CEO has built within their community plays a key role in building bridges with the residents and the SFPD. Ultimately, the goal of the CEO is to assist in the development of a safer, more positive environment, led by the members of the community. Bayview Station hopes to increase the number of CEO's on a long term basis, if and when staffing allows.

**On 04/26/2021 during a prescreen call with Hillard Heintze and the California Department of Justice Recommendation # 39.3 was discussed, additions have been made to address the below suggestions:**

“The SFPD should establish a Strategic Planning Steering Committee composed of representatives from the community and various sections of the department within 90 days of the issuance of this report. This committee should collaborate to develop policies and strategies for policing communities and neighborhoods disproportionately affected by crime and for deploying resources that aim to reduce crime by improving relationships and increasing community engagement.

Cal DOJ thought that this recommendation looked good. While not related to substantial compliance, SFPD suggested that the email the Chief sent to leadership ([attachment 12](#)) could be sent to line officers. For Compliance Measure 1, Hillard Heintze asked for SFPD to explain how it identified the community partners, and for Compliance Measure 4 how the community groups will be used to work on policy in the future. Hillard Heintze asked for SFPD to clarify the role of California Partnerships and SVIP, including what their role is and how SFPD is using them”.

### San Francisco Violence Reduction Initiative

The San Francisco Violence Reduction Initiative is a collaborative violence reduction project developed by the San Francisco Police Department (SFPD), the California Partnership for Safe Communities (CPSC), National Institute for Criminal Justice Reform (NICJR), The University of Pennsylvania and the Street Violence Intervention Program (SVIP). The goals of the Violence Reduction Initiative (VRI) are to reduce shootings and homicides, break the cycle of recidivism and to build trust between communities impacted by violence and the Police Department. San Francisco is receiving a \$1.5 million California Violence Intervention and Prevention Grant over the next three years to support this effort.

In 2019, the Department entered into a three-year contractual agreement with California Partnership for Safe Communities (CPSC) in 2019. The scope of CPSC's work is to develop strategies, systems, and processes that help the Department (1) reduce gun violence, (2)





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reduce the use of arrest, and (3) build community-police trust. CPSC serves as the lead liaison between SFPD and academic institutions, providing the analytical support to inform root causes. SVIP serves as the community based organization to devise the community-led interventions to address violence by addressing the root causes. (See Attachment #9)

### *Progress to Date*

Over the course of the first year (2019-2020), the Department has conducted an in-depth, three-year review of homicides and one year of shootings (“Shooting Review” See Attachment #18). The Shooting Review is an internal coordinated meeting with Districts Station personnel and Investigations Bureau personnel, who are most knowledgeable about the recent shootings and have knowledge about those at the highest risk of being impacted by gun violence in the near term. The Shooting Review is conducted once a week, for 1-2 hours, and Lieutenants from the Investigations Bureau facilitate a discussion and devise strategies on how to reduce and prevent retaliatory shootings.

During the Shooting Review, the officers discuss who might be a good candidate for intervention and support. Through the Shooting Review, the VRI identifies those who are at the highest risk of gun violence, and if those individuals do not have an active or pending case or investigation, SVIP provides them support and services (instead of SFPD arresting them). This intervention seeks to break the cycle of violence.

Once the Department refers an individual to SVIP, then SVIP will have its newly hired Life Coaches (from grant funding) work with the individuals to try to interrupt the cycle of violence and change behaviors. SVIP’s Life Coaches will work with other Community Based Organizations, and City service providers, to secure services and support for the individuals.

California Partnerships presented their initial analysis at the March 10<sup>th</sup> Police Commission meeting. In this presentation, pages 3-5 provide the approach to their work, what they’re doing in San Francisco, and roles of all involved stakeholders. Page 47 provides the visual summary of the work to date and the next steps for their ongoing work (Attachment 9: Understanding Serious Violence in San Francisco).

California Partnership’s findings from the review conducted include:

- 85% of those impacted by gun violence are Black and Latino men, even though they comprise less than 10% of the City’s total population.
- 29% of all violent firearm crimes in 2019 took place in San Francisco’s Bayview, Potrero Hill, and Visitacion Valley neighborhoods, with a quarter of all the City’s homicides for the past five years occurring there.
- Those at the highest risk of gun violence in San Francisco are primarily Black and Latino men, ages 18-35, with extensive justice-system involvement and social connections to each other.
- This is the population that the Violence Reduction Initiative seeks to engage and support.



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SFPD feels that a community-based organization working with the community, with a shared goal of violence reduction, is the best approach for much of the City's violent crime. As such, the SF Street Violence Intervention Program (SVIP) just such a partner in the Strategic Priority to respond to gun violence. They also provided a presentation for the March 10<sup>th</sup> Commission meeting (**Attachment 10: San Francisco Street Violence Response Program**). By having a community organization work on behalf of, and in partnership with, the police, it builds trust and legitimacy among the members of the community.

As identified in the California Partnerships Presentation, a significant current effort is to further engage the community and justice partners to work on this issue (Attachment 9: Understanding Serious Violence in San Francisco), page 47. SFPD has shared the analysis with multiple partners within the City and County of San Francisco and with community organizations and will be continuing these discussions going forward. A list of organizations with whom SFPD has engaged follows:

1. Mayor's Office
2. President Walton, District 10 Supervisor
3. Human Rights Commission
4. Police Commission Meeting
5. Adult Probation
6. CARE.
7. Scheduled (May 17) - Black to the Future
8. Other Community Based Organizations and community members.

### **Compliance Measure 4: Evidence of collaboration in developing policies and strategies for resource deployment aimed at crime reduction by improving relationships and community engagement.**

The California Partnerships work discussed in Compliance Measure 3 above is responsive to this compliance measure as well, as it is intended to address citywide needs, as appropriate, as well as those neighborhoods most impacted by violent crime. However, the Community Policing Advisory Boards best speak to compliance measure 4 because it is 1) an ongoing method to detect neighborhood crime problems, 2) includes community engagement activities, and 3) is in use throughout the City.

As outlined in the Community Policing Strategic Plan and DGO 1.08 Community Policing section 1.08.04.E, CPABs "provide a venue for consultation, collaborative problem-solving, and community engagement events and activities." The CPABs help with community engagement events, which organically improves community relations within the community and influences crime reduction. The members also identify problems in neighborhoods, whether crime or quality of life issues, and provide concerns and/or information. The Captain of the Station then takes these concerns and develops a plan to address the issue with Station resources alone or in partnership with other Stations and with the Commanders and Deputy Chief of Field Operations.





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An example of this is included in the attachments that provide Park Station agendas and minutes for two CPAB meetings from October and November 2020 (**Attachment 11: October and November Park Station CPAB Meeting Minutes/Agendas**). Community members expressed concerns about burglaries and the Captain acknowledged the concern. At the November meeting, Captain Pedrini announced a policing strategy that, in partnership with two other district stations, enabled SFPD to make multiple arrests for serial burglars.

**On 04/26/2021 during a prescreen call with Hillard Heintze and the California Department of Justice Recommendation # 39.3 was discussed, additions have been made to address the below suggestions.** “Compliance Measure 4 how the community groups will be used to work on policy in the future. Hillard Heintze asked for SFPD to clarify the role of California Partnerships and SVIP, including what their role is and how SFPD is using them”. This addition/explanation has been added to compliance measure #5.

### **Compliance Measure 5: Ongoing review or audit that ensures the work of the committee is implemented and continues to address issues collaboratively.**

SFPD feels that a review and improvement loop, rather than audit, is more appropriate to Strategic Planning. To implement this work, a variety of tasks can be used and can be adjusted in order to move toward the vision of Strategy 1.0. In addition, Strategy 1.0 represents a constant improvement effort in certain focus areas. Audits are more appropriate to proscribed or mandated procedures or processes.

As such, below is SFPD’s process for review and improvement of the Strategic Plan, which represents the output of the committee’s work. In addition, the annual priorities setting process and outputs represent the extension of that work. Finally, how community input is incorporated into policy revisions and in approaches to enforcement represents SFPD’s ability to address issues collaboratively.

#### Strategy 1.0 Review and Improvement

Improvements to the Committees’ work from 2017 include engaging with the Mayor’s Office for another pro-bono effort, this time with Accenture, to re-affirm Strategy 1.0, incorporate the other four Strategic Plans (Community Policing, Bias, Hiring and Recruitment, and the Racial Equity Action Plan), and re-orient, add, or remove Strategic Clusters as appropriate. With a more articulated focus on equity, SFPD is asking Accenture to consider how it is reflected in our Strategic Framework.

#### Annual Strategic Priorities Improvement Loop

SFPD identifies and sets strategic priorities annually in order to advance the vision laid out in Strategy 1.0. These annual plans serve as the direction for any given year, establishing the goal (the specific initiative) and the objective (what can be accomplished that year), with some priorities staying in place for more than one year. This annual process allows the Department to continuously review the advancement of the Strategic Clusters and use the annual priorities to ensure accountability to the advancement of each Cluster over time.



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In the late fall of each of the last three years, SFPD has gathered suggestions, through a series of single-item meetings, from Captains and Command Staff to establish these strategic priorities. No minutes or agendas were generated, as the meetings were meant to be an open-ended and creative discussion.

At the close of 2020, the Strategic Management Bureau improved upon the experiences of the prior two years and established the most organized effort of this process yet. SMB followed the steps listed below in order to collect, evaluate, and establish the 2021 Strategic Priorities ([Attachment 12: "Your Help Needed: Setting Strategic Priorities" Email from Chief Scott](#)). The presentation that announces the 2021 Strategic Priorities outlines this process best – [Attachment 13 "SFPD 2021 Strategic Priorities – All Hands Meeting."](#)

1. Command Staff develops criteria for evaluating strategic priority submissions.
2. Announce process and electronically collect strategic priority submissions for consideration. This announcement also provides the instruction to submit priorities that seek to advance the Strategic Clusters. ([Attachment 12: "Your Help Needed: Setting Strategic Priorities" Email from Chief Scott](#))
3. Command Staff screens Strategic Priorities against criteria
4. SMB announces Strategic Priorities and Assistant Chiefs and Executive Director present them. [Attachment 13 "SFPD 2021 Strategic Priorities – All Hands Meeting."](#)

Improvements over the prior years included:

- Command Staff established criteria for evaluating Strategic Priority submissions prior to reviewing them.
- SMB collected submissions via electronic form rather than having members suggest them in a meeting. Previously, this meeting also grouped the suggestions by theme/subject and, in a separate meeting, aligned them with the Strategic Clusters in Strategy 1.0.
- Request of Captains and Command Staff to submit priorities that advanced the concepts in the Strategic Clusters. In prior years, any submission was allowed and then those submissions were grouped and aligned with the Strategic Clusters.
- Performed evaluation and ranking work outside of meetings.
- Announced final priorities and identified next steps for other priorities that were submitted but not selected.

### Community Input Improvement Loop(s)

#### *Community Perspective Added to DGOs:*

First, the contribution of the Community into the review and revision of policies is a key method to involve communities that are most impacted by those policies. SFPD establishes working groups for key DGOs in order to collaborate, add community members' voices, and provide insight from Community Based Organizations ([Attachment 14: General Order Working Groups Required](#)). These perspectives are reflected in the recommendations they make for revision of DGO Working groups include members of the community and/or experts in the topic from



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Community Based Organizations, internal stakeholders, and stakeholders from other agencies, as appropriate (**Attachment 15: Working Groups Executive Directive**).

**On 04/26/2021 during a prescreen call with Hillard Heintze and the California Department of Justice Recommendation # 39.3 was discussed, additions have been made to address the below suggestions.** “Compliance Measure 4 how the community groups will be used to work on policy in the future. Hillard Heintze asked for SFPD to clarify the role of California Partnerships and SVIP, including what their role is and how SFPD is using them”. As discussed in compliance measure 4 this addition has been made to compliance measure 5. On an ongoing basis, established in the Chef’s Directive on Working Groups (**Attachment 15**), community members will serve in Working Groups that make recommendations to SFPD regarding changes to DGOs. This information is included in a recommendations tracking document (**Recommendations Grid, see Attachment #17**) that is submitted to the subject matter expert (SME) responsible for drafting the revised DGO. The SME incorporates as much as possible into the DGO and responds on the Recommendations Grid regarding what can/can’t be incorporated and why. This Recommendations Grid accompanies the DGO through the review and concurrence process and is submitted with the draft DGO to the Commission for their consideration. This allows for the community input to be considered at each step in the DGO development process.

In addition, the Department of Police Accountability brings additional perspective throughout the DGO revision and development process as a result of their engagement with community organizations and individuals who are less supportive of police. DGO 3.01 “Written Directives” specifies that DPA shall have multiple opportunities for input. SFPD relies on DPA’s relationships and resulting input, as well as their input based on complaint investigations, to ensure that ideas and concepts are both discussed and incorporated into DGOs.

### *Community Input into Day-to-Day Operations*

SFPD has three points of clear guidance on methods to continually improve and gather feedback from the community. Outlined in DGO 1.08, those are 1) new review committees, 2) the documentation of practice, and 3) the “accountability” section. These are described below.

#### *New Review Committees:*

- Internal Review Committee does not include any community members but is intended entirely to review the past year’s “outcomes of Community Policing, Engagement, and Problem Solving” and also to select Captains engaged in best practices for peer-to-peer training for the year.
- Community Policing and Problem Solving Implementation Committee, as discussed in compliance measure 1 above, is responsible for reviewing overall efforts.
- Community Policing and Problem Solving Oversight Committee, as discussed in compliance measure 1 above, is responsible for auditing and reviewing existing practices and keeping up to date on best practices to provide additional insight.

#### *Documentation of practice:*



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SFPD has had Community Policing Advisory Boards (CPAB) at each District Station that help identify community concerns and address them. However, to formalize and routinize these bodies, SFPD mandated them in DGO 1.08, section 1.08.04.E. In addition, SFPD has developed a Community Police Advisory Board Manual for the purposes of clearly providing direction to the District Station Captains and communicating to the CPAB members what the purpose of the body is, their roles and responsibilities, and Department expectations of them. The CPAB Manual outlines an annual review process for the CPAB's priorities for any upcoming year. (Attachment 16: "Community Police Advisory Boards Department Manual" page 9)

"At the first meeting of each fiscal year in July, the CPAB shall use the SFPD CPAB Vision and Mission Statement (Section II of this document), to evaluate the CPAB work of the past year. After this evaluation, the CPAB shall formulate the upcoming year's priorities, strategies, and plans for both its regular meetings and its subcommittee meetings (see Subcommittees section below)."

### *Accountability*

Finally, DGO 1.08, section 1.08.05.A "Annual Community Policing Plans" mandates an annual review, by all of the FOB Commanders and the DC of FOB, from the Commander of Community Engagement regarding the past year's work, including a summary of feedback from the community regarding the District Stations' efforts:

"Each December, the Commander of the Community Engagement Division (CED) shall meet with the Deputy Chief and Commanders of the Field Operations Bureau (FOB) to present a review of the past year's community policing strategies, engagements, and outcomes. The presentation shall include a summary of community feedback regarding these topics. "

District Station Captains are also guided to include community input into the Annual plans submitted by the Captains at the end of each calendar year for the upcoming calendar year.

"Plans should be developed in line with the Department's overall Community Policing Strategic Plan and should reflect input from the community the command serves."

In conclusion, with the annual review and identification of Strategic Priorities, SFPD is ensuring that the Steering Committees guidance associated with Strategy 1.0 is being advanced. In addition, to ensure ongoing input from the community, a variety of articulated meeting bodies, each with a specific review purpose and/or input process, all assist in reviewing the work of the Field Operations Bureau - the primary interface with the community in day-to-day operations.