

## Recommendation 42.3

TK

Tanya Koshy [REDACTED]  
Mon 6/21/2021 7:08 PM

To:

- Gabriel Martinez [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 42.3 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 42.3: The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.

Response to Recommendation 42.3:


SFPD's policy on community policing (Department General Order (DGO) 1.08) codifies a process to recognize district captains engaged in best practices. Under DGO 1.08, the Department must create an Internal Review Committee, consisting of the Commander overseeing the Community Engagement Division (CED), the Deputy Chief of the Field Operations Bureau (FOB), and the Commanders of the Metro and Golden Gate Divisions. In January of every year, the CED Commander must convene a meeting of this Committee. As part of that meeting, the FOB Deputy Chief and the Commanders of the Metro and Golden Gate Divisions must select three district station captains who have engaged in successful and innovative community policing practices in the prior year. Those district station captains will then serve as peer-to-peer trainers for other district station captains and lieutenants for that upcoming year.

DGO 1.08 was only approved by the Police Commission this past February; therefore, SFPD has not yet had the annual meeting overseen by the CED Commander. SFPD has nonetheless began to implement parts of the process outlined in DGO 1.08. SFPD explains that the members of the Internal Review Committee regularly meet as part of the monthly District Station Captains meetings and in the December 2020 meeting, the FOB Deputy Chief recognized two Captains. Although not related to substantial

compliance, the California Department of Justice commends the community policing practices used by the two District Station Captains. They reflect both community partnerships and innovative and tailored approaches to addressing neighborhood-specific concerns. As one example, after the San Francisco Unified School District voted to dissolve its School Resource Officer (SRO) Program, a Captain in the Bayview district decided to assign those former SROs to serve as community liaisons near a specific apartment complex that experienced a surge in violence in the first half of 2020. The Captain received feedback from the community in that area that they appreciated seeing the same officers on a regular basis, with whom they were on a first name basis. The Captain observed a decrease in response times to calls for service because officers were already physically present, as well as decreases in speeding complaints, traffic collisions, and the number of shots fired by members of the public. As a form of peer-to-peer training, the two recognized Captains presented at the December District Stations Captains monthly meeting on their specific community policing strategies. The Department of Justice finds that SFPD is in substantial compliance with this recommendation because the Department has identified a framework for recognizing district station captains. However, the California Department of Justice agrees with Hillard Heintze that the future, sustained success of this framework requires further details. Specifically, SFPD needs to further develop its plan on how recognized district station captains can engage in peer-to-peer training beyond presenting at District Stations Captains monthly meeting. Please let us know if you have any questions or would like to discuss these further.

Tanya

Tanya S. Koshy (she/her)  
Deputy Attorney General  
Civil Rights Enforcement Section  
California Department of Justice  
1515 Clay Street, Suite 2100  
Oakland, CA 94612



<b>Finding # 42</b>	<b>The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.</b>
<b>Recommendation # 42.3</b>	The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.

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

**Summary**

The SFPD identifies that part of the responsibility of the Internal Review Committee is for the Deputy Chief of the Field Operations Bureau (FOB), the Commander of Community Engagement (CED) and the Commanders of Golden Gate and Metro Divisions to identify district captains who engaged in successful and innovative community policing practices and utilize them as peer trainers for other captains.

Compliance measures one and two are aligned – in 2020, the Deputy Chief FOB selected 2 captains that engaged in local best practices for SFPD. One was in the Bayview and one was in Chinatown. These programs were recognized for their commitment and engagement with the COMPOL strategy and based upon the plan and strategy for the individual programs recognized. The programs evidenced strong commitment to community policing strategies and identified success in terms of resident buy in and outcome. The two captains running these programs were recognized in the December captain’s meeting.

For compliance measure three – the SFPD references that the captains were used to facilitate a discussion on identifying problems within the district, utilizing the community policing strategic plan to formulate a plan of action and identifying ways to connect with the community to mutually collaborate. For 2020 forward, the SFPD identifies that under the community strategic plan, the Internal Review Committee will select three captains who engaged in successful community policing practices during the prior year and will be used as peer-to- peer trainers. For the two recognized, 2021 is the production year with a high level plan of who will be available to provide trainings.

For compliance measure four – the department identifies the use of the Internal and External Review Committees to measure progress and specifically, the use of captains has been codified in 1.08. Initially, this would support the implementation of this recommendation and as written, this meets this compliance measure for this recommendation at this time. However, for future success the SFPD needs to establish a plan- how and what specifically will the Captains do to ensure education and sharing and how will the synergy be developed **and measured** that identifies the added value and outcome goal for this recommendation. The concept of peer to peer exchange is meant to improve the overall delivery of community policing services and strategies to ensure growth in all districts in the SFPD. The department should build a plan and strategy to advance the goal of the policy. Policy is not a plan; it is guidance regarding the requirements. The Department should fully build out the peer to peer program as part of its ongoing review loop. Additionally, no other documentation supports this recommendation other than the reference in DGO 1.08. Any robust plan should have supporting documentation that outlines the work to come.

Note: The DGO attached as support for this review is marked “DRAFT”. This is not consistent with the review team’s knowledge that this order has been promulgated. Please attached the correct order; if it has not been promulgated, then please advise the review team.

Compliance Measures		Status/Measure Met
1	Identification and documentation of district captains engaged in best practices.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Evidence that district captains engaged in best practices are recognized.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Plan to use recognized captains to train and educate other captains.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Review loop and/or establish a process to ensure process is institutionalized.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

**Administrative Issues**

**Compliance Issues**

The DGO attached as support for this review is marked "DRAFT". This is not consistent with the review team's knowledge that this order has been promulgated. Please attached the correct order; if it has not been promulgated, then please advise the review team.



## Collaborative Reform Completion Memorandum

**Finding # 42:** The SFPD conducts community policing in silos but does not ensure community policing is systematically occurring across the department.

**Recommendation 42.3:** The SFPD should recognize those district captains engaged in best practices and use them as peer trainers for other captains.

**Response Date:** 01/05/21

### Executive Summary

The Community Policing Strategic Plan outlines the Department's Community Policing Vision, Values, Goals and Objectives. It also contains metrics for implementation and strategies to ensure that community policing is systematically occurring across the department. This serves as the Department's Community Policing Guide, provides structure to the district Captains and grants district Captains the authority to serve the diverse populations represented in their districts, within the tenets of community policing. The Commander of the Community Engagement Division is responsible for promoting and auditing these Community Oriented Policing and Problem-Solving concepts and efforts throughout the entire Department. The Commander ensures the Community Engagement Division (CED) provides an overall Department structure and framework to enhance community relationships in our City. The Commander of CED works collectively with the Commanders of FOB (Golden Gate and Metro), to support the effort of all district captains, by promoting community-oriented policing and problem-solving policies, procedures and practices.

Procedures that have been codified into policy (Community Policing DGO 1.08) include the establishment of the Internal Review Committee and Internal Community Policing Discussions. The Department utilizes the Captain's monthly meetings as the Internal Review Committee, to facilitate discussion with the District Station Captains assigned to the Field Operations Bureau (FOB), in order to coordinate and align community policing and problem-solving efforts.

Part of the responsibility of the Internal Review Committee is for the Deputy Chief of FOB, the Commander of Community Engagement (CED), the Commanders of Golden Gate and Metro Divisions to identify district captains who engaged in successful and innovative community policing practices and utilize them as peer trainers for other captains.



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### Compliance Measures:

- 1) **Identification and documentation of district captains engaged in best practices.**

#### **Internal Review Committee and Internal Community Policing Discussions**

The Department has established a process to ensure that community policing is occurring systematically throughout the entire department, which is codified in Community Policing DGO 1.08. The Department utilizes the Captain's monthly meetings as the Internal Review Committee, to facilitate discussion with the District Station Captains assigned to the Field Operations Bureau (FOB) to coordinate, monitor, and align community policing and problem-solving efforts.

Part of the responsibility of the Internal Review Committee is for the Deputy Chief of FOB, the Commander of Community Engagement (CED) and the Commanders of Golden Gate and Metro Divisions to identify district captains who engaged in successful and innovative community policing practices and utilize them as peer trainers for other captains.

During the Captains Monthly meetings, the Deputy Chief of FOB facilitates internal community policing discussion with the District Captains throughout the 2020 calendar year. During these discussions, district captains provide updates to the Deputy Chief of FOB on their community policing and problem-solving efforts. During the December internal discussion, The Deputy Chief of FOB identified two District Captains that engaged in successful and innovative community policing practices during the 2020 calendar year, Captain Dangerfield and Captain Yick. Captain Dangerfield and Captain Yick discussed and provided documentation to the Deputy Chief of their innovative community policing efforts.

**(See Attachment 1)** Alice Griffith Violence Reduction and Community Engagement Plan

**(See Attachment 2)** Chinatown "Block Captain" Program

#### **Captain Troy Dangerfield Bayview Station**

##### **Alice Griffith Violence Reduction and Community Engagement Plan**

Goal 1 of the Department's Community Policing Strategic Plan focuses on Communication. Objective 1.3 of this goal is to solicit conversation, input and collaboration from historically underrepresented groups. In listening to the community input, it is the conclusion under this objective that marginalized populations across San Francisco has lost their trust in SFPD. Specific outreach to these groups, coupled with active listening and expressed investment in repairing relationships will not only help to restore this trust but also improve community opinions about the Department.

Within the Bayview District there is an area known as the Alice Griffith Apartments, which is a low-income housing development that has been plagued with an unusual amount of violent crime in the first half of 2020, particularly gun violence that peaked in July 2020. Captain



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Dangerfield formulated a community policing strategy to increase communication with this community that historically has felt underrepresented. Captain Dangerfield formulated an Alice Griffith Violence Reduction and Community Engagement Plan to address the issues with violence in this area. Recently the San Francisco Unified School District voted to dissolve the School Resource Officer (SRO) Program. Captain Dangerfield decided to reassign the SRO's to serve as Community Liaisons for the Alice Griffith Community. Their assignment was to engage the community with high visibility, communication and to work in partnership with the community to formulate problem solving solutions centered around gun violence and violent crime reduction.

The Alice Griffith Community Engagement Officers began their detail in late September and immediately received great feedback from the community. The community appreciated having the same officers in their neighborhood they could be on a first name basis with. Captain Dangerfield's initial strategy was for the Alice Griffith Community Liaison Engagement Officers to improve communication with the residents by engaging in honest, transparent and empathetic dialogue. Listening to the community concerns as an investment to repair relationships and trust within the Alice Griffith Community. To work in collaboration with the community to reduce violent crimes within the Alice Griffith neighborhood.

Even though the Alice Griffith Violent Reduction and Community Engagement Plan is still in the beginning stages, it appears to have a positive impact on the Alice Griffith Community. It has decreased the response times to calls for service in this area because these officers are already present, and almost immediately, Captain Dangerfield saw a reduction of shots fired in incidents during the time that the Engagement officers were working. There was also a reduction of speeding complaints and traffic collisions.

### **Captain Robert Yick- Central Station**

#### **Chinatown "Block Captain" Program**

To improve Communication within the Chinatown community, Captain Yick looked at objective 1.1 and formulated a plan to create a diverse set of communication channels between SFPD and the Chinatown community. Captain Yick examined ways to share and receive information and feedback across a range of communication channels that are equally accessible to all community members to meet the needs of the community. This resulted in the development of the Chinatown "Block Captain" Program.

In the beginning of April 2019, Captain Yick directed Central Station to create a "Block Captain Program" within Chinatown. Merchants in Chinatown would volunteer to be "Block Captains" for their prospective block and be willing to meet with and share concerns with the Central Station Chinatown Foot Beat Officers. This plan was enacted, in part because there are almost 1000 businesses within Chinatown, and outreach to all 1000 businesses was not practical. The goal of the "Block Captain" program was to streamline open communication for



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all merchants and businesses in Chinatown and to provide all with easy and open access to police services via Central Station. The program would provide a different set of communication channels, for merchants and businesses who are unable or uncomfortable with directly contacting or communicating with police officers. These community members would be able to reach out to their respective "Block Captain", or any other "Block Captain" in Chinatown, and voice their issues or concerns, which would then be relayed to one of the Central Station Chinatown Beat Officers.

The Chinatown Beat Officers canvassed nearly every single business in Chinatown and created a list of 14 merchants who volunteered to be designated "Block Captains".

The Chinatown Beat Unit met several more times with the Block Captains and businesses, along with representatives from SF SAFE, the Mayor's Office of Economic and Workforce Development (OEWD), and the SFPD's Community Engagement Division, to explain the goals of the program, and to explain to the merchants that their safety and well-being were paramount. The Chinatown Beat Officers wanted the merchants and businesses to know that they were working in partnership with them to increase the level of cooperation and communication between all parties.

Since that time, the Chinatown Beat Officers have kept in constant contact with the "Block Captains" and kept open lines of communication. Several incidents occurred where merchants witnessed crimes occurring, and these merchants contacted their prospective "Block Captains", who in turn notified 911 and the Chinatown Beat Officers, who then responded and facilitated police services i.e., locating video footage and initiating the investigative process immediately. Numerous suspects in several robberies and theft incidents were identified through this process.

Block Captains have also assisted the Beat Officers with

- School Events
- Sunday Street Closures
- Annual Community Resource Fair hosted by the District Attorney's Office
- Chinese New Year Parade

During the social and civil unrest in the aftermath of the George Floyd death, numerous looting incidents occurred in the Union Square area, and several of the suspect groups and individuals appeared to have gone into Chinatown afterwards, targeting and hitting several jewelry shops throughout Chinatown. Numerous "Block Captains" reached out to the Chinatown Beat Officers to report the incidents. Again, The Chinatown Beat Officers responded to several of the businesses and initiated the follow up investigative process, and several hours of video were located and forwarded to the SFPD Burglary Unit, which led to several arrests.





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The Chinatown Beat Officers continued to conduct quarterly meetings with the Block Captains, merchant groups, and community groups in Chinatown, along with members of SF SAFE, the SFPD CED Unit, and the Mayor's OEWD, including several merchant walks. This diverse communication channel has improved communication between SFPD and the Chinatown community. This innovative program by Captain Yick has aided SFPD to work in collaboration with the Chinatown community to identify and address local issues and concerns.

Captain Yick implemented this Block Captain Program in 2019 and it has been instrumental in improving communication within the Chinatown community. On Oct 20, 2020 several of the Block Captains responded to Central Station, along with a contingent of Chinese media, to present Captain Yick and the officers of Central Station with a plaque to show the merchant's appreciation of the efforts of Central Station for the Chinatown community, along with a petition supporting law enforcement and the SFPD specifically, signed by 3000+ merchants and residents of Chinatown.

### **2) Evidence that district captains engaged in best practices are recognized.**

Captain Dangerfield and Captain Yick were recognized by the Deputy Chief of FOB, during the December Captain's monthly meeting, for their successful and innovative community policing practices that were implemented within their districts.

**(See Attachment 3)** Agenda/Meeting Notes from December Captains Monthly Meeting.

Captain Dangerfield and Captain Yick were utilized during this meeting to conduct peer to peer training to District Captains on what ideas, plans and programs worked for them. The peer training discussion included:

- Identifying problems within the district
- Utilizing the Community Policing Strategic Plan to formulate a plan of action
- Looking at ways to connect with the community in order to collaboratively address issues of mutual concern.



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### 3) Plan to recognize captains to train and educate other captains.

The plan to recognize captains to train and educate other captains is codified in DGO 1.08 under the Internal Review Committee.

(See attachment 4)-Community Policing DGO 1.08

#### 1. Internal Review Committee

*During the month of January, the Commander of the Community Engagement Division shall schedule a meeting to review the outcomes of Community Policing, Engagement, and Problem Solving. The Deputy Chief of the Field Operations Bureau and the Commanders of the Metro and Golden Gate Divisions shall select three district captains who engaged in successful and innovative community policing practices during the previous year to serve as peer-to-peer trainers to the other district station captains and lieutenants for the current year. Such trainers shall also seek local community input on effective strategies and future goals.*

**Plan to recognize captains to train and educate other captains is outlined in the below flow chart with how it was implemented in 2020.**





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### **4) Review loop and/or established a process to ensure process is institutionalized.**

The process of selecting district captains engaged in community policing best practices and utilizing them as peer trainers, has been institutionalized and codified in DGO 1.08, Internal Review Committee. The Internal review committee consist of the Deputy Chief of FOB, the Commanders of Metro and Golden Gate Division and the Commander of CED. They meet with the district captains monthly at the Captains Monthly meetings. The review committee is responsible for selecting and acknowledging those district captains who engage in community policing best practices and utilizing them as peer trainers. This was conducted at the end of the 2020 calendar year to initiate the process, but moving forward, this will be done during the month of January of each year, as indicated in DGO 1.08, as a review loop to ensure that the process is institutionalized.

DGO 1.08 has been adopted by the police commission and has gone through the meet and confer process. As the Department progresses with the implementation of its newly formed Community Policing Strategic Plan, and the implementation of Community Policing DGO 1.08, it is Department practice to conduct a review of community policing, engagement and problem-solving efforts and outcomes. This review includes identifying and acknowledging district captains who are engaged in best practice that supports the goals of the Community Policing Strategic Plan. Utilizing those district captains as peer-to-peer trainers to educate other district captains on successful and innovative community policing practices to ensure that community policing is occurring systematically throughout the department.

### **CalDOJ/HH comments from prescreen meeting on 01/04/21.**

Cal DOJ asked for clarification about the Captain's Monthly meetings and how they relate to the Internal Review Committee meetings referenced in DGO 1.08. SFPD clarified that SFPD will have the annual Internal Review Committee meeting in January of each year and that during the Captain's monthly meeting SFPD will address community policing best practices as well. Discussing these issues at the Captain's monthly meeting ensures an ongoing discussion. SFPD will make sure that this information is clear in the package and Hillard Heintze asked that this information is also included in response to compliance measure 4.

### **Further clarification regarding the review committees:**

There are two different review committees that are outlined in DGO 1.08. **The Internal Review Committee and the External Review Committees (See Below).**

**The Internal Review Committee** is where the Deputy Chief of the Operations Bureau meets with the Commander of CED, and the District Captains on a regular basis to discuss and review Community Policing and Problem-Solving strategies and outcomes, which occurs during the Captain's monthly meetings. This provides the platform for the Community Policing



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Internal Discussion to occur on a continual basis and for the Deputy Chief of Operations and the Commander of CED to be able to monitor and ensure that Community Policing is occurring systematically throughout the department.

The Internal review committee consist of the Deputy Chief of FOB, the Commanders of Metro and Golden Gate Division and the Commander of CED. They meet with the district captains monthly at the Captains Monthly meetings. The review committee is responsible for selecting and acknowledging those district captains who engage in community policing best practices and utilizing them as peer trainers. This was conducted at the end of the 2020 calendar year to initiate the process, but moving forward, this will be done during the month of January of each year as a review loop to ensure that the process is institutionalized.

**The External Review Committees-** which will consist of the Community Policing and Problem-Solving Implementation Committee and the Community Policing and Problem-Solving Oversight Committee. These two committees will be more public facing in that they will have community stakeholders on the committees to provide community input and feedback and to ensure that the public is kept informed regarding the Department's community policing efforts. These two committees are still in the developmental stages. As the city, continues to work through situational changes due to the COVID- 19 virus (which restricts and places limitation on in person meetings) the Department is currently exploring options for the development of the External Review Committees, via virtual platforms as the Department continues its work towards full adoption and implementation of DGO 1.08.

### **Attachment List:**

Attachment 1: Alice Griffith Violence Reduction and Community Engagement Plan

Attachment 2: Chinatown "Block Captain" Program

Attachment 3: Agenda/Meeting Notes from December Captains Monthly Meeting.

Attachment 4: Community Policing DGO 1.08