

[REDACTED]

From: Gabriel Martinez [REDACTED]
Sent: Wednesday, May 19, 2021 8:00 AM
To: [REDACTED]
Subject: Recommendation 54.2

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 54.2 that were submitted to us as part of the collaborative reform process. This package focused on SFPD starting an officer recognition program to reward positive policing with the community. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 54.2: The SFPD should implement department-wide recognition for an officer of the month as one way to begin to advance a culture of guardianship and reward good community policing practices.

Response to 54.2: On January 5, 2021, SFPD issued Department Bulletin 21-003, “Featured Officer of the Month and Officer of the Year Awards.” The Bulletin states that the award is intended to advance good community policing practices and the idea of the police officer as a guardian.

Under the Bulletin, the Assistant Chief, Deputy Chief, and Executive Director will rotate choosing an officer to recognize each month of the year. Every January, Captains and Command staff will vote for one of the Officers of the Month to be Officer of the Year. The Commander of the Community Engagement Division will coordinate and ensure SFPD follows the process specified in the Bulletin. The nomination criteria include creative problem-solving, community projects, and community service. SFPD is currently revising Department General Order 3.09, “Department General Awards,” and intends to add information about community policing awards to the Order.

Engaging these high leadership positions, such as the Assistant Chief, supports the value placed on the award. Each Officer of the Month will receive a certificate and be featured in a monthly message from the Chief’s Office. The Officer of the Year will receive their award during an awards ceremony and will receive a plaque from the Police Commission displayed at Police Headquarters.

The Officer of the Month policy and implementation only recently began, but so far it is being implemented successfully. The first Officer of the Month recognized an officer for her dedication to the community and youth mentorship. The nomination memorandum noted her youth engagement through Mulatto Meadows, which provides equestrian opportunities to marginalized communities, her initiation of a community clean-up event, and her participation in Halloween community events.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation; however, as this recommendation was only recently implemented Cal DOJ recommends SFPD conduct a brief review after the first yearly award to ensure compliance with the process and make improvements. Please let us know if you have any questions or would like to discuss further. Thank you.

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Hillard Heintze File Review Recommendation # 54.2

Finding # 54	The SFPD does not have multi-levels of awards and recognition that reward organizational values and goals, such as community engagement and recognition, discretion under duress, and strategic problem solving.
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Recommendation # 54.2 The SFPD should implement department-wide recognition for an officer of the month as one way to begin to advance a culture of guardianship and reward good community policing practices.

Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

The SFPD identifies that to foster and advance the culture of the department's guardian mindset and efforts made by department members, the department is implementing an Officer of the Month and Officer of the Year awards process.

As for compliance measure one, the department established Departmental Bulletin 21-003 which creates the process and plan for recognizing community engagement and support by officers on a monthly basis across all units. This will then culminate in the selection of an officer of the year.

For compliance measure two, while this is a new process (January 5, 2021) the department provides evidence of one nomination and selection for January 2021. It identifies the form and process for review and selection of the officer of the month. This file was submitted early in 2021, so other evidence is not readily available. However, the bulletin is signed by the Chief and the department provided evidence of adherence to the policy.

For compliance measure three, the department identifies that it is leadership of the organization that recognizes the Department members - either the Assistant Chief, Deputy Chief or Executive Director-- who are responsible for nominations from their respective bureaus. This escalates the level of recognition and allows senior leadership from Field Operations, Investigations, Administration, Special Operations, Strategic Management and Airport Operations Bureau to provide nominations for recognition of sworn members. Further the award will be given prominence and highlighted by the Chief. In fact, the Lieutenant running the CRI program was a recent officer of the month. This award has the prominence anticipated.

For compliance measure four, the department identifies that the ongoing review of the monthly applications and the level of leadership engaged will provide for the appropriate level of ongoing engagement and review. However, as a matter of progression, the department is advised to consider the whole of the recommendation in establishing future review and award standards. The move in California to legally direct de-escalation and intervention provides new opportunities for recognizing officers who engage in a community ethos.

Compliance Measures		Status/Measure Met
1	Establish a policy and plan to recognize officers for good community outcomes.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Evidence of an officer of the month recognition for good community engagement practices.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Evidence of leadership engagement that supports cultural value to the award.	✓ Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

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- 4 Evidence of ongoing review and assessment of the goals of the recommendation.

Yes No N/A

Administrative Issues

Compliance Issues



Collaborative Reform Completion Memorandum

Finding # 54: The SFPD does not have multi-levels of awards and recognition that reward organizational values and goals, such as community engagement and recognition, discretion under duress, and strategic problem solving.

Recommendation # 54.2: The SFPD should implement department-wide recognition for an officer of the month as one way to begin to advance a culture of guardianship and reward good community policing practices.

Response Date: 01/06/2021

Executive Summary:

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

Every member of the SFPD should feel responsible for the work they do, including both recognition for the positive and accountability for the negative. Ownership for the Department's actions goes a long way towards earning the trust and respect of the San Francisco community, and lays the foundation for open and lasting relationships.

To foster and advance the culture of the department's guardian mindset and efforts made by department members, the department is implementing an Officer of the Month and Officer of the Year Awards Process.

Compliance Measures:

1) Establish a policy and plan to recognize officers for good community outcomes.

Department Bulletin 21-003 "Featured Officer of the Month and Officer of the Year awards" was created to outline the process of recognition for the new award.

"Beginning in December 2020, each Assistant Chief, Deputy Chief or Executive Director from their respective bureaus on a rotating basis throughout the calendar year, will designate one sworn member from their command (officer, inspector, sergeant, or lieutenant) as Officer of the Month (January through December). The Commander of the Community Engagement Division will be responsible for notification to the Assistant Chiefs, Deputy Chiefs or Executive Director of their assigned month for selection. Sworn members will be recognized from the Chief of Staff, Field Operations, Investigations, Administration, Special Operations, Strategic Management and Airport Bureau.



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In January of the following year, the Department will recognize one of the Officers of the Month who will be selected as Officer of the Year. This selection will be decided by a vote of all civil service police Captains and sworn members of the Command staff.

Advancing the Guardian Culture and Mindset can be shown in many ways, serving as a leader to others, showing an outstanding dedication to duty, or by achieving excellence in their duties will be recognized by SFPD leadership.

See Attachment #1 Dept Bulletin 21-003 "Featured Officer of the Month and Officer of the Year Awards"

2) Evidence of an Officer of the Month recognition for good community engagement practices.

The first Officer of the Month recognized by the Field Operations Bureau is Officer Brittany Lewis from Ingleside Station. Officer Lewis is assigned to the Housing Unit. The Ingleside district has three distinct public housing areas including one of the city's largest, the Sunnydale Housing Projects.

Attached officer nomination memorandum articulates some of Officer Lewis' story and background before she became a police officer. The nomination memo explains what makes her an exemplary Officer of the Month for her connections she has made and her dedication to the community. Officer Lewis goes beyond minimum obligations to mentor people she comes across, especially young people, whether it be on duty or off-duty with an equestrian youth mentoring non-profit Mulatto Meadows.

See Attachment #2 Officer Nomination Memorandum

3) Evidence of leadership engagement that supports cultural value to the award.

The recognition of Department members comes from the highest levels of leadership for this award--either the Assistant Chief or Deputy Chief or Executive Director-- who are responsible for nominations from their respective bureaus. This escalates the level of recognition and allows senior leadership from Field Operations, Investigations, Administration, Special Operations, Strategic Management and Airport Operations Bureau) to provide nominations for recognition of sworn members.

The Chief's Office will feature the nominated Officer of the Month, which will show recognition at the highest level from the Chief's Office and will be disseminated department wide.

Through the public display of the award at the Police Headquarters Building and feature in the Chief's Office message, the department aims to elevate the member's actions and merits.



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4) Evidence of ongoing review and assessment of the goals of the recommendation.

The referenced Department Bulletin 21-003 "Featured Officer of the Month and Officer of the Year Awards" ensures the Department's commitment to the award process.

Although this process is new in response to this recommendation, the awards policy identifies senior leadership's involvement and elevation of the Officer of the Month and Year and how they are recognized, which meets the goal of advancing a culture of guardianship and rewarding good community policing practices. Ongoing monthly nominations culminate to an annual Officer of the Year award.

Nominations responsibilities are assigned by the Commander of the Community Engagement Division, who designates the leaders of different bureaus to assess candidates (Assistant Chiefs, Deputy Chiefs, Executive Directors). This designation initiates a collaboration with other senior leaders of respective bureaus to discuss nominations and what factors make the nominee exemplary. For example, the aforementioned nominee Officer Lewis was nominated by the Commanding Officer of Ingleside station, Captain Woon, who can attest to Officer Lewis' achievements on an ongoing basis first hand. The Captain authored a department memo to provide examples and context to Officer Lewis' nomination, and the memo followed the chain of command and approval process for recognition.

Nomination criteria for the awards will be based on a multitude of factors, which are evaluated by senior leadership in the collaboration and discussion. Factors could include members that utilize creative problem-solving related to crime, disorder, or quality of life concerns, members that take on community projects and build relationships with communities independently which advances community trust or members that show their commitment to service through their actions. This process ensures that members are nominated for the best and right reasons, involves several levels of leadership across the department, and elevates the award within department culture, advancing the department's guardian mindset mission.

PRESCREEN:

On 12/29/2020, members of the Collaborative Reform Initiative consulted with CAL DOJ and Hillard Heintze for suggestions and feedback for recommendation 54.2. CAL DOJ summarized the following suggestions:

Hillard Heintze noted that SFPD did not include either the revised DGO or Department Bulletin about the officer of the year awards. Hillard Heintze asked that the final Department Bulletin be included in the final package for submission.



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Hillard Heintze also noted that the improvement loop (Compliance Measure 4) should ensure that there is participation (that is, Commanding Officers are awarding officers in bureaus on a rotating basis), that they are looking at the right factors for these awards, and there is visibility around the awards. The Department Notice SFPD included with the package does not go into detail about any improvement loop and so Hillard Heintze suggested that SFPD develop that process, which could include having someone in the Community Engagement Division facilitate/shepherd the process.

RESPONSE:

DGO 3.09 Department Awards-

While DGO 3.09 Department Awards is being revised, and pending the concurrence and meet and confer process, DB 21-003 Officer of the Month and Officer of the Year was written to supplement and satisfy this recommendation.

Language from the draft DGO 3.09 is as follows regarding additional Community Policing Awards that will be implemented:

COMMUNITY ORIENTED POLICING/PROBLEM SOLVING AWARD. The Community Oriented Policing/Problem Solving Award may be granted to any member of the San Francisco Police Department. There are two types of community-oriented policing/problem solving awards:

1. The Strategic Problem-Solving Award is granted to a member for developing an original approach to solving a significant, on-going problem in an effective way. The problem must be material and must relate to crime, disorder, or quality of life concerns.

2. The Community Engagement Award is granted to a member for developing a creative, innovative, original and self-initiated community engagement project. The project must center on connecting the Department and its members with the community with the goal of building relationships and fostering trust. The project should be sustained for a duration of time, and does not include limited or onetime actions.

See Attachment #3 Draft DGO 3.09 (relevant portions)

Improvement Loop: as built into the Department Bulletin, the implementation of the awards process ensures that the award remains relevant, visible and appropriate in selection.

"...each Assistant Chief, Deputy Chief or Executive Director from their respective bureaus on a rotating basis throughout the calendar year, will designate one sworn member from their command... The Commander of the Community Engagement Division will be responsible for



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notification to the Assistant Chiefs, Deputy Chiefs or Executive Director of their assigned month for selection..."

The Commander of the Community Engagement Division, within their current role will be responsible for shepherding the awards nomination process. The publication and visibility to the award is also built into the award bulletin (award ceremony, chief's message, plaque).

Attachments:

Attachment 1: Dept Bulletin 21-003 "Featured Officer of the Month and Officer of the Year Awards"

Attachment 2: Officer Nomination Memorandum

Attachment 3: Draft DGO 3.09 (relevant portions)