

Recommendation 93.1

TK

Tanya Koshy [REDACTED]

Thu 8/12/2021 10:35 AM

To:

- [REDACTED]
- McGuire, Catherine (POL);
- Scott, William (POL);
- [REDACTED]

+7 others

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Acting Captain Altorfer:

Our office has completed its review of the materials related to Recommendation 93.1 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 93.1: The SFPD and the Police Employee Groups should look for ways to better institutionalize and incorporate their input into department operations where appropriate. Opportunities may include using members of the PEGs to

- serve on department panels and committees;
- help address issues of bias as part of the department's ongoing training by bringing forth their experience and perspective;
- work as community ambassadors for community members or as recruiters for hiring;
- address areas of institutional practices that could be considered biased.

Response to Recommendation 93.1: The Police Employee Groups (PEGs) are groups with diverse backgrounds consisting of SFPD members. There are currently seven PEGs:

- San Francisco Police Officers Pride Alliance (Pride Alliance)
- Asian Police Officers Association (APOA)
- Officers for Justice (OFJ)
- Women's Action Committee (WAC)
- Filipino American Law Enforcement Officers Association (FALEO)
- Latin Police Officers Association (LPOA)
- San Francisco Police Officers Association (POA)

SFPD has taken many steps to institutionalize and incorporate PEGs' input into the operations of the department. First, the Chief has instituted monthly meetings with each of the PEGs so that there is a regular opportunity for PEG members to convey concerns that impact members of their respective identity groups and to have the Chief respond to those concerns. Members of PEGs have provided examples of how this regular cadence of meetings has helped to address PEGs' concerns.

SFPD also solicits the input of PEG members on various committees and working groups. Chief Scott has institutionalized this practice through a Chief's Directive on Working Groups. In this Directive, the Chief provided guidelines on creating and running working groups, which are used to revise policies that require the perspectives of multiple stakeholders. The Directive specifically suggested that a working group include a person who is impacted by the subject of the policy to be revised, which could be a member of a PEG. To that end, the Accountability Working Group contacted each PEG president to invite a member from each PEG to attend the working group. The Department also asked each PEG president to identify one member to be a part of a working group on creating a dashboard that would identify potential biased policing among members. PEG members also participate in the Chief's Advisory Forums, which are forums where community members can meet with the Chief to discuss matters affecting their respective identity groups. For example, Assistant Chief Bob Moser and Commander Dan Perea participate in the Chief's Latino Community Advisory Forum, and Captain Robert Yick participates in the Chief's Asian Pacific Islander Community Advisory Forum. The Recruitment Unit also meets quarterly with each PEG. During these meetings, the Recruitment Unit and the PEGs discuss assistance with recruitment, including seeking volunteers from the PEGs to attend events and using social media to recruit new members. Through these meetings, the Pride Alliance suggested that the Recruitment Unit attend Pride Weekend events as a way to reach the LGBTQ community.

PEG members are also instructors in the Training Academy, which helps them give their perspectives to both Academy recruits and existing members. PEGs are also invited to speak to every Academy class to discuss each PEG, why they were created, and the experiences of the PEG members in the Department.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

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



Finding # 93	The SFPD's Police Employee Groups (PEG) have a perception that their input and contributions to the department are not seriously considered.
Recommendation # 93.1	<p>The SFPD and the Police Employee Groups should look for ways to better institutionalize and incorporate their input into department operations where appropriate. Opportunities may include using members of the PEGs to</p> <ul style="list-style-type: none"> • serve on department panels and committees; • help address issues of bias as part of the department's ongoing training by bringing forth their experience and perspective; • work as community ambassadors for community members or as recruiters for hiring; • address areas of institutional practices that could be considered biased.

Recommendation Status	Complete	Partially Complete	In Progress
	Not Started	No Assessment	

Summary

Compliance Measure #1: the PEG group meetings have been scheduled for once a month and are scheduled to allow for prep and agendas. Chief Scott sits in on these meetings. The department also allows members of PEGs to schedule their own meetings with the Chief. Various actions identify improving communications between PEG members and the SFPD.

Compliance Measure #2: PEG groups are identified to be included in DGO updates. The department provides a Chief's memorandum and listing of PEG members on each working group. It is not clear if they are there as representatives of the PEG group or as individuals, however the diversity sought is obtained either way. PEG members have been asked to join the Bias dashboard development and participate in other groups.

Compliance Measure #3: Recommendation 85.3 focuses on the Community Ambassador's Program. Unit Order 20-02 outlines the program. The department meets with PEGs on a quarterly basis and sends out emails to each PEG president for attendance at recruiting events. While not specifically tapped to be community ambassadors, there is evidence of recruitment engagement with PEGs.

Compliance Measure #4: the department identifies that the PEGs have strong involvement with the Training Division. As with compliance measure two, this engagement is through the individuals that may align with the PEGs rather than formal PEG relationships. PEG members are used in principled policing which addresses bias issues. There is evidence provided that they also address bias issues with recruit classes.

Compliance Measure #5: the department identifies that the lead on the strategic CRI area of Bias is a PEG member, providing PEG engagement at the top. Additionally, the department relies upon the evidence presented for compliance measure two and the role of the PEGs in updating the DGO for bias prevention as well as with the other processes in place that allow for employee input such as the equity survey.

Compliance Measure #6: the department has identified areas in which recognition of the PEG participation has improved. The initiation of the monthly Chief's meetings is one area of evidentiary support. The department also solicited the PEGs for examples of ongoing improvements. While this evidence demonstrates compliance, the key to success for an ongoing review and improvement is the establishment of documented goals, tasking and review as to the specific value and engagement goals for the PEG participation. Much of what is occurring is based upon affinity linkage to the PEGs. Ideally, as evidenced in the decisions driving PEG engagement, a more formal process emerges to help identify and ensure the ongoing focus on the need and value for PEG engagement as a formal tasking.

Compliance Measures		Status/Measure Met
1	Evidence of review of ways to improve communications between the SFPD and the PEGs.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Evidence of engaging PEGs on panels and committees.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	Consideration of linking PEGs with the recommendations in Recommendation 85.3.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	Evidence that PEG experience and perspective is included in ongoing bias training.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
5	Evidence that PEG members are used in initiatives addressing institutional practices for bias.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
6	Continuous review and improvement loop.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Administrative Issues

Compliance Issues



Collaborative Reform Completion Memorandum

Finding # 93:

The SFPD's Police Employee Groups (PEG) have a perception that their input and contributions to the department are not seriously considered.

Recommendation # 93.1

The SFPD and the Police Employee Groups should look for ways to better institutionalize and incorporate their input into department operations where appropriate. Opportunities may include using members of the PEGs to

- serve on department panels and committees;
- help address issues of bias as part of the department's ongoing training by bringing forth their experience and perspective;
- work as community ambassadors for community members or as recruiters for hiring;
- address areas of institutional practices that could be considered biased.

Response Date: 04/06/21

Executive Summary:

Historically, the Police Employee Groups (**PEG**) were created for the members of the San Francisco Police Department to feel that their voices were being heard. This included, but was not limited to Female Officers, Officers of different races and Officers that identified as LGBTQ. Over the years the Police Employee Groups have evolved into much larger groups with their memberships and involvement increasing significantly within the Police Department to support a diverse workforce. The SFPD Police Employee Group members are part of the Command Staff, hold the ranks of Captains, Lieutenants, Sergeants, Officers and include non-sworn members that work for the Police Department. Police Employee Groups also include retired SFPD members for their knowledge and input to continue to make the SFPD a more inclusive Police Department serving all its members fairly. The need for Police Employee Groups and their input has become increasingly more important now more than ever as police agencies evolve into 21st century policing. The urgency of including Police Employee Group members and their voices in the daily operations of the San Francisco Police Department will continue to better this Police Department and the communities we serve.

With the constant changes of the Command Staff over the years, the input of Police Employee Groups can fluctuate until a relationship can be established. This can also be affected when new boards of the Police Employee Groups are voted in. The San Francisco Police Department has continued to work at establishing long lasting relationships with the members of the Police Employee Groups while earnestly taking their input and contributions.

Compliance Measures:

- 1. Evidence of review of ways to improve communications between the SFPD and the PEGs.**



Collaborative Reform Completion Memorandum

The Police Employee Groups have always had an open-door policy with the Chief of Police but was on an as needed schedule. This proved to not allow Police Employee Group members to address issues and concerns in a timely manner. Communication between Police Employee Groups and the Police Department has evolved over the years. Previously, the Police Employee Group board members would meet with one of the Command Staff Members, not the Chief. Their meetings were not inclusive to each individual Police Employee Group. They would all have their meeting together. Their questions and suggestions were given to the Chief's representative. The Police Employee Groups would then wait until the following month's meeting for their answer or responses from the Chief. This proved to push the Police Employee Groups further and further from feeling like how they felt and what they thought mattered to the SFPD.

Under the direction of Chief William Scott, the Police Employee Groups now meet on a monthly scheduled basis ([Attachment 1](#)). These monthly meetings allow each Police Employee Group to know their scheduled time and prepare questions and or concerns that need to be addressed by their members ([Attachment 2](#)). Chief Scott personally sits with the board member(s) or their designated representative and listens to their concerns. He takes notes, makes calls and follows up with items that were discussed either between meetings if urgent, or has the answers, solutions, or suggestions by the next meeting. Before the current situation with Covid, these meetings took place at the Chief's Office Conference Room. At this time, the meetings are being held via Teams or Zoom Conference Calls.

SFPD's Chief Scott meets monthly with the following Police Employee Groups:

- San Francisco Police Officers Association (POA)
- San Francisco Police Officers Pride Alliance (Pride Alliance)
- Asian Police Officers Association (APOA)
- Officers for Justice (OFJ)
- Women's Action Committee (WAC)
- Filipino American Law Enforcement Officers Association (FALEO)
- Latin Police Officers Association (LPOA)

For the purpose of this recommendation, when highlighted Police Employee Group members are noted in the attachments, this refers to the above listed Police Employee Groups except the POA. Due to the majority of SFPD members belonging to the POA, highlighting POA members would not have clearly shown the involvement with all other Police Employee Groups. When referring to Police Employee Group involvement, the SFPD refers to the POA and the Police Employee Groups separately.

Police Employee Group members are also advised by their boards that they can set up their own private meeting with the Chief if they would prefer to discuss their concerns personally instead of being represented by their Board.



Collaborative Reform Completion Memorandum

These monthly meetings have become the way of communicating with SFPD's Chief and has become the permanent way for the Police Employee Groups to continue to help the communities of San Francisco and its diversity.

With the "Open Door" Policy of the San Francisco Police Department concerning its members, the Police Employee Groups can reach out to the Chief and or the Command Staff with Police Employee Group requests. As an example, the APOA reached out to Assistant Chief Redmond regarding the current attacks on the Asian Community. The APOA asked if they could please help the members of these communities with extra foot beat patrol. Many of the APOA members volunteered to be detailed from their regular assignments to these vulnerable neighborhoods. Their request was immediately responded to and their members were detailed that same evening ([Attachment 3](#)).

Pride Alliance had several meetings with Chief Scott in 2019 regarding their request to create a "Pride Patch" to show support of the LGBTQ Officers in the SFPD and the Community ([Attachment 4](#)). This request by Pride Alliance was approved by Chief Scott. The SFPD sent out a Department Bulletin detailing this Pride Patch and allowing members to wear them on their uniforms during the month of June. Chief Scott also approved Pride Alliance creating t-shirts with the SFPD Pride Patch and allowed civilian department members to wear these shirts on Fridays in the month of June ([Attachment 5](#)). These patches were created by Pride Alliance and sold throughout the department. This was a fundraiser that this Police Employee Group did that generated \$19,000 for the Larkin Street Homeless LGBTQ Youth. The SFPD Command Staff in show of support, joined Pride Alliance for the presentation of this check ([Attachment 6](#)). A Certificate of Honor was presented to Pride Alliance by the SF Board of Supervisors that year. Members of the SFPD Command Staff also joined the Board of Pride Alliance as they accepted this certificate in a formal Board of Supervisors Hearing. Pride Alliance again requested the Department allow members to wear these Pride Patches on their uniforms in June 2020. This request was granted by Chief Scott ([Attachment 7](#)).

See [Attachment 1](#) Current Daily Agendas for Chief Scott highlighting his Monthly Meetings with Police Employee Groups

See [Attachment 2](#) Examples of topics asked by Police Employee Group Members to be addressed in Monthly Police Employee Group Meeting with Chief Scott

See [Attachment 3](#) Email exchange with APOA and Assistant Chief Redmond

See [Attachment 4](#) Pride Patch Approval email to its members

See [Attachment 5](#) DB 19-063 Pride Patch Program

See [Attachment 6](#) Email regarding Fundraiser and Presentation of Check

See [Attachment 7](#) DN 20-084 Pride Patch Program

2. Evidence of engaging PEGs on panels and committees.



Collaborative Reform Completion Memorandum

On Monday, March 1, 2021 Members of the SFPD Professional Standards Unit participated in a conference call with members of Hillard Heintze and the California Department of Justice. During the technical guidance review, suggestions and guidelines were discussed for this recommendation as described below:

Cal DOJ asked SFPD to provide more information on how PEG groups are specifically engaged by the Department on the issues raised in Compliance Measures 2, 4, and 5. Hillard Heintze agreed and asked that SFPD demonstrate the various ways SFPD has developed a specific focus on bringing in feedback from PEGs.

The San Francisco Police Department has continued to progress in updating its Department General Orders (**DGO'S**) to keep the working documents current in today's policing. These DGO updates required panels/working groups to meet and discuss the changes being made. One of the agencies requirements on all working groups as written in Chief Scott's memorandum was to include "Two (2) Impacted outside partner agency, community-based organization, At Large (PEG, POA, ACLU etc)." Chief Scott clearly stated in his directive memorandum sent out to the Command Staff that these working groups were to include Police Employee Group members (**Attachment 8**). There was an 8-page SFPD Department General Order Working Group Guideline created explaining the details and the importance of including Police Employee Group members in these groups (**Attachment 9**). Lists were generated and itemized to show which Police Employee Group members were on each individual DGO Working Group (**Attachment 10**).

In Addition, the San Francisco Police Department is creating a dashboard system to address Bias and Accountability of its members. The Presidents of each of the Police Employee Groups have been asked to identify one of their members to be part of this working group, so their input and feedback can be addressed from the creation (**Attachment 11**).

The Police Employee Group members were also on the Accountability Working Group. Each Police Employee Group president was contacted and asked to have a representative available to attend. This email was forwarded out to the board members (**Attachment 12**).

Police Employee Group members also play a large roll in the Chief's Police Advisory Forums. These forums were established to meet with various communities of the City. These forums work collaboratively on community-oriented policing and problem solving (**Attachment 13**). Similar to the way the Police Employee Groups are formed, these forums consist of the same similar breakdown (**Attachment 14**). Many SFPD Police Employee Group members are on these forums. They work as a liaison between the police department and the community and provide support with problem solving and crime prevention. These Police Employee Group members that sit on the forums can then communicate their concerns directly to the Chief of Police.

One of the staple SFPD Meetings is the "All Hands On." This is a monthly meeting put on by the Chief of Police. This meeting consists of the entire Command Staff, Directors and Captains. The Chief also includes the Board Members of all the Police Employee Groups.



Collaborative Reform Completion Memorandum

There is a monthly agenda sent out to all those invited ([Attachment 15](#)). This agenda will list the topics that will be discussed so attendees can prepare questions and comments or any feedback regarding the topic they feel applies to them or their Police Employee Group members. Being part of this panel affords the Police Employee Groups a direct contact with the Command Staff as things are happening in real time ([Attachment 16](#)). They can voice their opinions regarding the topics being discussed with their Police Employee Group member's needs in mind. Part of the agenda for this meeting is the "Roundtable" at the end. During the roundtable portion of the meeting, anyone that has a concern or issue has the open forum to discuss. With the entire Command Staff present, the topics brought up by the Police Employee Groups are immediately addressed. With the current situation of Covid, the Police Employee Groups board members had their questions immediately answered at these meetings that were of high concern to their members. Being part of this meeting allows the Police Employee Group boards to not only feel like their thoughts and opinions matter, but also allows them to have immediate answers that they can relay back to their entire membership.

See [Attachment 8](#) Memorandum Chief's Directive- DGO Working Groups

See [Attachment 9](#) The Roll of the Working Group

See [Attachment 10](#) DGO Working Group Participants List (Example Use of Force)

See [Attachment 11](#) Email to Police Employee Group Presidents asking for Police Employee Group participation for Working Groups

See [Attachment 12](#) Email from Accountability Working Group/Forwarded to Pride Alliance board members

See [Attachment 13](#) DB19-166 Chief's Community Police Advisory Forum, Community Police Advisory Board (CPAB) Action Items/Issues Raised Form

See [Attachment 14](#) Breakdown of Forum Members/ Police Employee Group members highlighted

See [Attachment 15](#) All Hands On meeting agenda examples

See [Attachment 16](#) All Hands On invite from Chief's secretary to Police Employee Group president

3. Consideration of linking PEGs with the recommendations in Recommendation 85.3.

On Monday, March 1, 2021 Members of the SFPD Professional Standards Unit participated in a conference call with members of Hillard Heintze and the California Department of Justice. During the technical guidance review, suggestions and guidelines were discussed for this recommendation as described below:



Collaborative Reform Completion Memorandum

Hillard Heintze also noted that in Compliance Measure 3, SFPD relies on Unit Order 20-02 to describe the quarterly meetings between the Recruitment Unit and PEGs. Hillard Heintze asked SFPD to provide evidence to support this policy.

The San Francisco Police Department's Recruitment Unit created a program called the Community Ambassadors Program. This program took into consideration how important it is to have the input and opinions of the communities the police department serves when it comes to hiring police officers for the SFPD. With this program in mind, the SFPD Recruitment Unit's Captain created a Unit Order detailing the importance of also including the input of Police Employee Groups in the Department's recruitment process (Attachment 17). This would include having members of Police Employee Group members present at job fairs and other recruitment related events such as physical fitness practice tests and oral board exams.

Like the Community Ambassadors Program, the Recruitment Unit meets with members from the Police Employee Groups on a quarterly basis. To facilitate inclusiveness, the Recruitment Unit invites all members of each Police Employee Group to attend these meetings. Each meeting is documented and before the start of the meeting, the notes and suggestions from the previous meetings are discussed. This will allow the Police Employee Group members to respond to the progress their input has made and discuss any room for improvement they believe is still needed. The meeting will discuss assistance from the Police Employee Group members with recruiting, ask for volunteers from Police Employee Groups to attend events and help get the word out about recruitment through social media. These meetings with the Police Employee Groups are documented in meeting minutes and summary reports. This allows the SFPD and the Police Employee Groups detailed documentation of their input (Attachment 18).

While following the guidelines in the Community Ambassadors Program with the members of the Police Employee Groups, the SFPD Recruitment Unit has opened the doors to a more diverse hiring process. The members of the Police Employee Groups are staying closely involved in this process making sure their voices are heard. The Recruitment Unit sends out emails to the presidents of each Police Employee Group to invite members to their upcoming events. They are asking for volunteers from the Police Employee Groups to work as recruiters at these events (Attachment 19).

Per SFPD's Recruitment Unit, these meetings have made a huge difference in their outreach with the public and are helping with keeping SFPD's hiring diverse. The Recruitment Unit has used many suggestions from members of SFPD's Police Employee Groups including sending the Recruitment Unit along with members of Pride Alliance to San Diego's Pride Weekend Events. This allowed the Police Employee Group members, along with the Recruitment Unit to set up a recruitment table for diverse community outreach (Attachment 20).

To continue their relationship with the community and their outreach while mirroring the Community Ambassadors Program, Pride Alliance, with the approval of Chief Scott, set up an event "Coffee with a Cop" at a local coffee shop. Pride Alliance members were able to



Collaborative Reform Completion Memorandum

spend time talking with members of the community while listening to their concerns ([Attachment 21](#)).

See [Attachment 17](#) Unit Order- Recruitment Unit's required involvement with Police Employee Groups

See [Attachment 18](#) Recruitment Unit Meeting Minutes & Summary Report with Police Employee Groups

See [Attachment 19](#) Two emails from Recruitment Unit inviting Police Employee Groups to Events

See [Attachment 20](#) Email from Recruitment Sgt listing suggested events by Police Employee Groups that Recruitment Unit attended

See [Attachment 21](#) Coffee with a Cop Flyer SFPD Event with Pride Alliance members

4. Evidence that PEG experience and perspective is included in ongoing bias training.

On Monday, March 1, 2021 Members of the SFPD Professional Standards Unit participated in a conference call with members of Hillard Heintze and the California Department of Justice. During the technical guidance review, suggestions and guidelines were discussed for this recommendation as described below:

Cal DOJ asked SFPD to provide more information on how PEG groups are specifically engaged by the Department on the issues raised in Compliance Measures 2, [4](#), and 5. Hillard Heintze agreed and asked that SFPD demonstrate the various ways SFPD has developed a specific focus on bringing in feedback from PEGs.

One of the main ways that the SFPD Police Employee Groups have continued to have their experience and perspective recognized is by their strong involvement with the Training Division within the Police Department. This includes Police Employee Group members as instructors in the Police Academy ([Attachment 22](#)). These Police Employee Group instructors are not only training the established officers for their advanced officer training and updates, but they are also training new recruits entering the police department. Training closely with new recruits ensures Police Employee Groups the opportunity to incorporate inclusive curriculum that reflects their own diverse experiences and perspective. Having Police Employee Group members involved in instructional methods helps to advance recruit's learning by creating a safe respectful and inclusive training environment. With the dynamics of the Police Employee Groups, they are commonly comprised of police officers that share the same race, gender or sexual orientation. Having experienced bias treatment themselves, either in their personal life or professional life, brings an extra level of empathy in their ability to help teach and train others.



Collaborative Reform Completion Memorandum

To show continuous improvement in development, the San Francisco Police Department adopted and refined its training on Principled Policing. This certified Peace Officer Standards and Training (POST) course is based on procedural justice and implicit bias ([Attachment 23](#)). It is discussed in a letter from Rebecca C. Hetey. Hetey came to the San Francisco Police Academy to conduct a Principled Policing “Train the Trainer” course. Three of the four San Francisco Police Officers trained are Police Employee Group members ([Attachment 24](#)). These Police Employee Group members then went on to train a class of SFPD members, including those from Police Employee Groups ([Attachment 25](#)).

To continue to make sure their experience and perspective is heard, the Police Employee Groups are invited to come and speak to every Police Academy Class ([Attachment 26](#)). Each Police Employee Group is given a date and time and is added to the Schedule of Instruction at the beginning of each Academy Recruit Class ([Attachment 27](#)). Speaking to the Recruits gives the Police Employee Group members an opportunity to discuss their organization and its importance as part of the San Francisco Police Department. Each Police Employee Group does a presentation about their Police Employee Group, breaking down the history of how and why it was created. They discuss experiences they have had as an SFPD Officer, including challenges they have faced due to implicit biases. They talk about the support they provide and act as mentors for the recruits. This is a continuous way for Police Employee Groups to make sure their organization and its core values are brought to the forefront with all new SFPD Police Officers.

See [Attachment 22](#) SFPD’s list of Academy Instructors & subject taught/ Police Employee Group members highlighted

See [Attachment 23](#) Letter from trainer Rebecca C Hetey, PH.D.

See [Attachment 24](#) Email listing the four members trained by Rebecca C. Hetey

See [Attachment 25](#) Principled Policing Train the Trainer class list

See [Attachment 26](#) Example emails sent to Police Employee Groups regarding presentation

See [Attachment 27](#) SFPD Recruit Class Schedule/ Police Employee Group presentation highlighted

5. Evidence that PEG members are used in initiatives addressing institutional practices for bias.

On Monday, March 1, 2021 Members of the SFPD Professional Standards Unit participated in a conference call with members of Hillard Heintze and the California Department of Justice. During the technical guidance review, suggestions and guidelines were discussed for this recommendation as described below:

Cal DOJ asked SFPD to provide more information on how PEG groups are specifically engaged by the Department on the issues raised in Compliance Measures 2, 4, and [5](#). Hillard Heintze agreed and asked that SFPD demonstrate the various ways SFPD has developed a specific focus on bringing in feedback from PEGs.



Collaborative Reform Completion Memorandum

When dealing with initiatives addressing institutional practices for bias, the San Francisco Police Department has made sure to continue to keep the Police Employee Groups heavily involved. Chief Scott chose his Commander of Police in charge of the Bias Collaborative Reform Initiatives with the need to address this topic in the forefront. Not only is this Commander a Police Employee Group member, but she has also previously served on a Police Employee Group board in many capacities, including being an elected President by its members. In 1998, one of SFPD's Police Employee Groups was created based largely on Biases within the Department. This Commander has been a member of this Police Employee Group since its inception. Knowing the importance of the Bias Collaborative Reform Initiatives within the SFPD, the team created to help facilitate this objective was based on SFPD Members that had personal experiences of bias treatment. Therefore, this team is staffed with Police Employee Group members.

Another way the SFPD addressed Institutional Practices of Bias was by updating the Department General Order 5.17. This is the Bias-Free Policing Policy ([Attachment 28](#)). This policy establishes the San Francisco Police Department's commitment to just, transparent and bias-free policing and reinforces existing policies and procedures that serve to assure the public that the SFPD is providing services and enforcing laws in an equitable manner. Having the importance of this Bias-Free Policy in mind, the Working Group for this DGO update was created ([Attachment 29](#)). This working group was primarily comprised of Police Employee Group members. This was with the knowledge that a Police Employee Group member's personal experiences with biases would help address institutional practices. Making sure all SFPD Members are aware of updates, Chief Scott announced the revision of DGO 5.17 being adopted by the San Francisco Police Commission in a Department Notice ([Attachment 30](#)).

In continuing to address institutional practices, the San Francisco Police Department recently developed the SFPD Diversity Strategic Plan ([Attachment 31](#)). This plan articulates SFPD's vision and commitment to organizational-wide diversity initiatives in recruiting, hiring, training and retention. One of the main goals of this strategic plan and is discussed throughout its manual is the plan for continuous improvement. This strategic plan also includes organizational accountability. This focuses on the SFPD's commitment to equality and inclusion, including current and ongoing diversity data initiatives. The Diversity Strategic Plan values are commitment to treating the public and members with respect. It also includes supporting SFPD members' professional development and commitment to excellent service. This plan was announced to SFPD members with a Department Notice sent out by Chief Scott ([Attachment 32](#)).

In a Department Notice, Chief Scott announced a Racial Equality & Inclusion Survey being conducted by the SFPD ([Attachment 33](#)). In July of 2019, the SF Board of Supervisors and Mayor London Breed passed Ordinance No, 188-19 creating an Office of Racial Equality (ORE) as a Division of the Human Rights Commission Department ([Attachment 34](#)). ORE mandated each City Department to create their own (REAP) Racial Equality Action Plan. REAP is a strategic action plan, guided by the Citywide Racial Equality Framework to dismantle institutional and structural racism to achieve racial equality. Members of the SFPD were asked to complete this survey to help determine racial disparities within the department. Members of SFPD's Police Employee Groups played a huge roll in the developing of this plan including the Lieutenant of this Unit being a Police Employee Group member and previous board member for



Collaborative Reform Completion Memorandum

the Officers for Justice. This chosen Lieutenant has over twenty-eight years with the SFPD and has been a member of this Police Employee Group from the beginning of his career. He has been teaching about Racial Profiling since 2003 and was one of the key developers of the Department Principled Policing/Procedural Justice and the Implicit Bias Training. His training and experience helped the Department to bridge the gap addressing institutional practices of bias. This Action Plan was completed and put into effect December 31, 2020 ([Attachment 35](#)).

In continuing Implicit Bias Training, Chief Scott announced mandatory online training for all SFPD Supervisors ([Attachment 36](#)). These members have been previously trained in Implicit Bias. They were being provided this additional training as a helpful refresher.

See [Attachment 28](#) DGO 5.17 Bias-Free Policing Policy

See [Attachment 29](#) List of Bias Free Policing Policy DGO 5.17 Working Group

See [Attachment 30](#) DN 20-125 Bias-Free Policing Policy DGO 5.17

See [Attachment 31](#) SFPD Diversity Strategic Plan

See [Attachment 32](#) DN 21-028 SFPD Diversity Strategic Plan

See [Attachment 33](#) DN 20-179 Racial Equality & Inclusion Survey

See [Attachment 34](#) Ordinance 188-19 Administrative Code- Office of Racial Equity

See [Attachment 35](#) SFPD Racial Equity & Inclusion Action Plan Phase 1

See [Attachment 36](#) DN 19-242 Mandatory On-Line Implicit Bias Training for All Supervisors (Civilian & Sworn)

6. Continuous review and improvement loop.

On Monday, March 1, 2021 Members of the SFPD Professional Standards Unit participated in a conference call with members of Hillard Heintze and the California Department of Justice. During the technical guidance review, suggestions and guidelines were discussed for this recommendation as described below:

For Compliance Measure 6, Hillard Heintze asked SFPD examples where issues were raised with the Chief during his monthly meetings with PEGs and how the Department has addressed those issues.

On Thursday, April 1, 2021 the following suggestion was discussed for this recommendation during a Prescreen with PSPP Staff, Hillard Heintze and the California Department of Justice:

Cal DOJ and Hillard Heintze thought that SFPD had done well demonstrating how various PEG members were on committees and working groups, but asked if SFPD had examples of soliciting PEG input. SFPD identified an example of outreach to PEGs regarding bias training and will look to other examples.

To comply with Hillard Heintze' request for examples where issues were raised with the Chief, Board Members of SFPD Police Employee Groups were emailed and asked to respond giving examples when they feel the Chief has addressed issues discussed in the monthly meetings.



Collaborative Reform Completion Memorandum

The Vice-President of the Officers for Justice responded that they have had positive results from the reoccurring monthly meeting with the Chief. The OFJ had a complaint about an administrative obstacle that the Chief was successful in removing ([Attachment 37](#)).

The President of the San Francisco Police Officers Association responded that the ongoing level of communication and collaboration has resulted in improved relationships. The SFPOA mentioned that they had sent a letter of intent requesting calls for service being redirected to other city agencies that was handled from initial first meeting to the letter being signed by the Chief. This process only took seven days, showing the level of collaboration ([Attachment 38](#)).

The Vice-President of the Asian Police Officers Association gave three examples of positive outcomes when requests regarding their members were addressed with the Chief. They had asked for their members to be allowed to be detailed to the National Asian Peace Officers Association Conference that was being held in San Francisco. The Chief approved all APOA members attendance that wrote a written request. He also approved a safety plan for the Conference. The APOA has also discussed and stressed in their monthly meetings with the Chief, the importance of promoting diversity. Many APOA members have been recently promoted. The APOA has also been successful with their requests to the Chief to allow their members to be detailed to the Chinese New Year Parade so they can show support for the community ([Attachment 39](#)).

The President of the San Francisco Police Officers Pride Alliance gave multiple examples where the Chief has listened and addressed their concerns including the movement of a Supervisor out of a hostile work environment where a Pride Alliance member was involved and assisting Pride Alliance in setting up a meeting with DHR regarding EEO complaints ([Attachment 40](#)). Chief Scott also approved a policy regarding community engagement that was written by a Pride Alliance board member after the Police Department and Pride Alliance Officers were excluded from participating in Pride Events by the SF Pride Board. Pride Alliance also recognized Chief Scott for approving the Pride Patch Program ([Attachment 41](#)).

The Vice-President of the San Francisco Police Officer Pride Alliance also added that Chief Scott has listened to and addressed Pride Alliance's concerns where LGBTQ members in the department were being targeted with unfair accusations relating to Internal Affairs Division investigations. He also mentioned that the Chief made sure their requests for Pride Alliance Members to be included with the Community Engagement & Recruitment Events were addressed ([Attachment 42](#)).

To comply with suggestions during the Prescreen Review with Cal DOJ and Hillard Heintze for this recommendation, Chief Scott was asked for an example when he directly reached out to members of Police Employee Groups for assistance. He immediately mentioned the Reflection and Reconciliation Session at Glide Memorial Church ([Attachment 43](#)). Chief Scott said that he knew that this event would benefit greatly with the assistance of members from the San Francisco Police Officers Pride Alliance. Members of Pride Alliance attended this event and were included as speakers. Pride Alliance members were acknowledged for their involvement in this event in an email from the Chair of the Economic Opportunity and Equity Committee of the LGBTQ Cultural Heritage Strategy from the City & County of San Francisco Planning Department ([Attachment 44](#)).



Collaborative Reform Completion Memorandum

In addition, the San Francisco Police Department is committed to continuous review and improvements when it comes to keeping their relationships strong with the Police Employee Groups. With the implementation of the mandatory every two years “Managing Implicit Bias” training, the Police Employee Groups presidents were contacted regarding their assistance and feedback. Their comments and concerns were welcomed by the SF Department of Human Resources Trainers. (Attachment 45)

The San Francisco Police Department’s Strategic Plan 1.1, was developed with the input of our internal stakeholders, including Police Employee Groups. By incorporating these groups into the input and discussion of the department’s strategic plan, the department can be responsive to their concerns regarding current and future initiatives (Attachment 46).

Ensuring all Members of the San Francisco Police Department are aware of its Policies, acknowledgement by electronic sign-off is required (Attachment 47).

See Attachment 37 Email- Vice-President of Officers for Justice

See Attachment 38 Email- President of San Francisco Police Officers Association

See Attachment 39 Email- Vice-President of Asian Police Officers Association

See Attachment 40 Email Teams Invite for Meeting with Chief, PEG’s & DHR

See Attachment 41 Email- President of San Francisco Police Officers Pride Alliance

See Attachment 42 Email- Vice-President of San Francisco Police Officers Pride Alliance

See Attachment 43 Nextdoor post SFPD joins with Glide & SFPD screenshot of Facebook page for event

See Attachment 44 Email from Chair of the Economic Opportunity and Equity Committee of the LGBTQ Cultural Heritage Strategy

See Attachment 45 Email to Police Employee Groups presidents regarding input for Managing Implicit Bias Course

See Attachment 46 San Francisco Police Department Strategy 1.0

See Attachment 47 DN 20-150 All Department Members Shall Acknowledge Every Department Document Requiring an Electronic Sign-Off