

Recommendation 40.2

Tanya Koshy [REDACTED]

Sun 7/21/2024 7:04 PM

To: Scott, William (POL) [REDACTED] McGuire, Catherine (POL) [REDACTED]

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Dear Chief Scott,

Our office has completed its review of the materials submitted by SFPD to demonstrate substantial compliance with Recommendation 40.2: As part of recommendation 39.3, the SFPD should direct the Strategic Planning Steering Committee to develop a Strategic Plan within six months of the issuance of this report that clearly defines the following:

- The department's vision, mission, and values statements. Once these statements are in place, the committee should establish agency wide objectives and individual goals as the guiding principles that codify the SFPD's collective beliefs.
- The department's strategic framework for the planning process. This framework will ensure that the process results in a plan that supports the coordination of priorities and objectives across individuals, work groups, and key operating divisions.
- The department's strategy to engage the community, obtain community input, and develop support for the plan and process.
- The department's strategy to drive the plan down to the officer level by creating objectives that allow for individual goals that contribute to the overall plan.
- The department's measurement processes for individual performance and participation towards accomplishing department goals.

For the following reasons, the Department of Justice finds that SFPD is in substantial compliance with this recommendation.

Because substantial compliance with this recommendation was contingent on implementing Recommendation 39.3, the DOJ incorporates by reference its email summarizing SFPD's substantial compliance with Recommendation 39.3. That email summary provides detailed information about how SFPD substantially complied with a number of overlapping compliance measures for Recommendation 40.2. Instead, the DOJ focuses here on where this recommendation is distinguishable from Recommendation 39.3. SFPD has demonstrated that its community policing strategic plan as well as Department General Order (DGO) 1.08 has imposed expectations on officers related to community policing, including evaluating officers on community policing in their semi-annual performance appraisal.

DGO 1.08 also requires every Bureau, Station, Unit and Detail to produce annual community policing strategic plans and the Community Engagement Division will meet annual with the Deputy Chief and the Commanders of the Field Operations Bureau (FOB) to review the prior year's community policing strategies, engagements, and outcomes.

This review has been beneficial in identifying and remedying deficiencies, as evidenced by the 2023 review by the Community Engagement Division Commander—Acting Commander Pera. That review revealed that District Stations did not achieve 100% compliance with discussing one of the six pillars of 21st Century Policing at their monthly community meetings. Commander Pera conveyed these results to Deputy Chief Julian Ng and, to remedy the issue, Commander Pera retrained district station captains at the November FOB Captains meeting. This

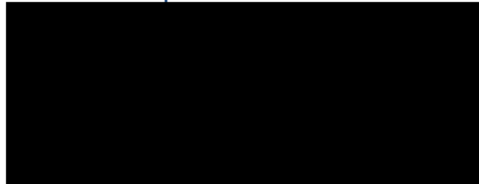
example reflects the importance of continued and regular review of SFPD's community policing strategies and efforts.

If you have any questions, please do not hesitate to reach out.

Thank you,

Tanya Koshy

Tanya Koshy (she/her)
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Finding # 40

The SFPD does not formalize community engagement in support of community policing practices.

Rec # 40.2

As part of recommendation 39.3, the SFPD should direct the Strategic Planning Steering Committee to develop a Strategic Plan within six months of the issuance of this report that clearly defines the following:

- The department’s vision, mission, and values statements. Once these statements are in place, the committee should establish agency wide objectives and individual goals as the guiding principles that codify the SFPD’s collective beliefs.
- The department’s strategic framework for the planning process. This framework will ensure that the process results in a plan that supports the coordination of priorities and objectives across individuals, work groups, and key operating divisions.
- The department’s strategy to engage the community, obtain community input, and develop support for the plan and process.
- The department’s strategy to drive the plan down to the officer level by creating objectives that allow for individual goals that contribute to the overall plan.
- The department’s measurement processes for individual performance and participation towards accomplishing department goals.

Recommendation Status

Complete
Not Started

Partially Complete
No Assessment

In Progress

Summary

The San Francisco Police Department introduced Strategy 1.0 to inform internal and external stakeholders of the importance of engaging with the community to reach shared goals. Strategy 1.0 also informed development of DGO 1.08 Community Policing, which incorporates the department’s Community Policing Strategic Plan. The Community Policing and Problem-Solving Implementation Committee, and the Community Policing and Problem-Solving Oversight Committee, are key to the department’s strategy to obtain input from the community and external stakeholders to assist in ensuring the goals of the strategic plan are met.

Both DGO 1.08 and the strategic plan explain how district officers are expected to work with community members in their areas to identify and solve issues proactively. Officers and their supervisors will receive training in community policing and problem-solving principles and the department will develop community engagement evaluation criteria, which will be added to the officer’s semi-annual performance appraisal.

The strategic plan tasks the Community Engagement Division to conduct monthly reviews and quarterly audits of district stations to ensure the department’s community engagement goals are met. Audits completed in the first quarter of 2024 showed that all District Stations had developed, with community input, a strategic plan for their area and continued to discuss contemporary law enforcement issues at community meetings and officer lineups. Moving forward, the department intends to use the Community Policing and Problem-Solving Implementation Committee and the Community Policing and Problem-Solving Oversight Committee, to supplement review the department’s community policing and engagement initiatives; and to extend research to expand existing initiatives or develop new promising initiatives.

Compliance Measures		Status/Measure Met
1	Develop a Strategic Plan that is informed by best practices.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
2	Ensure the plan identifies the department's vision, mission, and values statements and establish agency-wide objectives and individual goals as the guiding principles that support adherence to the mission, values, and guiding principles.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
3	The plan identifies the framework for the planning process.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
4	The framework results in a plan that supports the coordination of priorities and objectives across individuals, work groups, and key operating divisions.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
5	The plan identifies the department's strategy to engage the community, obtain community input, and develop support for the plan and its success.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
6	The plan identifies department's strategy to drive the plan down to the officer level by creating objectives that allow for individual goals that contribute to the overall plan.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
7	The plan identifies how the department will measure individual performance and participation towards accomplishing department goals.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
8	Evidence of review or audit process that evaluates the department's progress in meeting plan goals and objectives.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A



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Finding #40: The SFPD does not formalize community engagement in support of community policing practices.

Recommendation # 40.2

As part of recommendation 39.3, the SFPD should direct the Strategic Planning Steering Committee to develop a strategic plan within six months of the issuance of this report that clearly defines the following:

- The department's vision, mission, and values statements. Once these statements are in place, the committee should establish agency-wide objectives and individual goals as the guiding principles that codify the SFPD's collective beliefs.
- The department's strategic framework for the planning process. This framework will ensure that the process results in a plan that supports the coordination of priorities and objectives across individuals, work groups, and key operating divisions.
- The department's strategy to engage the community, obtain community input, and develop support for the plan and its success.
- The department's strategy to drive the plan down to the officer level by creating objectives that allow for individual goals that contribute to the overall plan.
- The department's measurement processes for individual performance and participation towards accomplishing departmental goals.

Response Date: 03/21/2024

Executive Summary:

In July of 2021, the SFPD gained substantial compliance on Community Policing Recommendation 39.3 which suggested the following:

“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.”

(Attachment #1: Recommendation 39.3; 2001 form)



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The SFPD received the following feedback from Hillard Heintze (now Jensen & Hughes) in response to substantially compliant recommendation 39.3 (**Attachment #2: RFI sheet for Recommendation 39.3**):

“This original recommendation was focused on 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.”

“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.”

In February 2018, the SFPD completed Strategy 1.0, which established the department’s agency-wide objectives with an overall vision, mission, and value statements. Strategy 1.0 has become the lens through which SFPD views change efforts.

The department created a “strategic planning steering committee”, which was established to assist in the creation of Strategy 1.0. However, the Department understands that input from external stakeholders is necessary for ongoing institutional change to carry through the vision of Strategy 1.0. Therefore, the SFPD sought to create a platform for continued review and oversight of community policing efforts in the form of External Review Committees (outlined in DGO 1.08). There are two External Review Committees, including the Community Policing and Problem-Solving Implementation Committee, and the Community Policing and Problem-Solving Oversight Committee. These committees are made up of both department and community representatives, the Department of Police Accountability, SF Safe, and other stakeholders. The main purpose of these review committees is to measure the success of community policing performance. The combined efforts of the External Review Committees specifically seek to accomplish the following in summary:

- The Implementation Committee will review community engagement activities for effectiveness, discuss community policing plans and outcomes, and remain informed on best practices in order to implement new strategies or develop new plans.
- 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, and review best practices elsewhere to monitor progress and growth.

The Community Policing and Problem-Solving Oversight Committee held it’s first meeting on October 18th, 2023 (**Attachment #3: Oversight Committee Agenda 10.18.23**).



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The Community Policing and Problem-Solving Implementation Committee held its first meeting on October 23rd, 2023 ([Attachment #4: Implementation Committee Agenda 10.23.23](#)).

Using Strategy 1.0 as a guide, the department went on to create a series of strategic plans predicated upon key focus areas. The Community Policing Strategic Plan was completed in October of 2018. In October of 2020, the Department completed the Diversity Strategic plan. Finally, the department released the Bias-Free Policing Strategic Plan in June of 2021.

As an overall guide for the department, and in alignment with the various strategic plans, the SFPD created Community Policing Department General Order (DGO) 1.08 in February of 2021. This DGO is aligned with and references the Community Policing Strategic Plan. DGO 1.08 clearly defines the department's strategic framework for community policing and ensures the coordination of priorities and objectives across individuals, work groups and key operating divisions. This DGO drives the plan down to the officer level and provides a roadmap for members to partner and engage with the community, obtain community input, and collaboratively identify and problem-solve local challenges to increase safety for residents, merchants, visitors, and officers.

In March of 2019, Chief Scott approved a memorandum identifying the review process and the metrics for evaluating the Community Policing Strategic Plan's effectiveness. This memo required all units/divisions to create their own plans and was solidified in Department bulletin (DB) 21-019, issued in February of 2021. This bulletin required each SFPD division and district to create a "Community Policing Annual Plan" that aligns with the Department's vision for strategic planning. These Annual Plans define the department's measurement process for individual performance and participation towards accomplishing the departmental community policing goals.

On April 26th, 2023, the SFPD completed a technical guidance meeting with Jensen & Hughes. During this meeting, the following suggestions were made and have been addressed throughout this recommendation:

"Cal DOJ and Jensen Hughes asked to make sure that the information provided is the most current, and to double-check that Department Bulletins did not need updating at this time to avoid expiration. Jensen Hughes explained that 40.2 and 39.1 are tied together, so if Strategy 1.0 is going to be the foundational document for one it should also be for the other. Jensen Hughes suggested adding information on how community policing performance is measured. SFPD suggested adding information from their peer-to-peer program where captains conduct peer education, as well as the annual community policing audit. SFPD suggested it might send out a Department Notice or Chief's video message about its strategic plan."



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On September 19th, 2023, the SFPD resubmitted this recommendation to CRI partners for a prescreen meeting. During this meeting, the following suggestions were made and have been addressed throughout this recommendation:

“Cal DOJ noted that the link for the Annual Strategic Plan compliance was helpful and that SFPD could add the compliance rate, which looked to be good. Jensen Hughes asked about the function of the Steering Committee and SFPD explained that the Steering Committee was the working group on DGO 1.08 and the Community Policing Strategic Plan. Now, SFPD uses review committees established under DGO 1.08 including community partners, sworn members, DPA, and other stakeholders, to have quarterly meetings regarding current community policing efforts and possible improvements. SFPD will add this context to the write-up. Jensen Hughes thought that SFPD deserved credit for taking the community policing concepts and making them their own.”

On January 17th, 2024, Recommendation 40.2 was returned to the SFPD by Jensen & Hughes for further information (RFI). The following suggestions were made and have been addressed under Compliance Measures 1, 7, and 8:

“The San Francisco Police Department has identified its work in support of its Community Policing Strategic Plan. The Jensen Hughes’ team assessment confirms the department has made substantial progress in meeting this recommendation and is poised to achieve substantial compliance pending our receipt of evidence to support continuing review of audit of its progress in meeting the plans goals and objectives.

Compliance Measure 1: *The department promulgated a Community Policing Strategic Plan in 2018. The department should add a statement or evidence that it reviewed the 2018 plan as of a more recent timeframe and believes it accurately represents the department’s plans for the years 2024 and beyond.*

Compliance Measure 2: *The plan identifies the department’s vision, mission, and values statements and establishes agency-wide objectives and individual goals as the guiding principles that support adherence to the mission, values, and guiding principles.*

Compliance Measure 3: *The framework for the planning process is identified in DGO 1.08 Community Policing and Strategy 1.0.*

Compliance Measure 4: *The strategy includes guidance for all department units; Unit and Bureau community policing plans are posted to the department website.*

Compliance Measure 5: *The Strategic Plan and DGO 1.08 Community Policing identifies the strategy for engaging the community to develop support for the plans.*



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Compliance Measure 6: *The plan and DGO 1.08 identifies the expectation that district officers will work with community members in their areas to identify and solve issues proactively.*

Compliance Measure 7: *The current submission does not adequately address how individual performance and participation will be measured. Additional clarification or supplementary evidence is needed.*

Compliance Measure 8: *While the submission provides some evidence of audit and planned evidence, the proof is not robust. The SFPD should complete the December 2023 audits and provide adequate documentation to support any memos or correspondence offered in support of this compliance measure.”*

Compliance Measures:

1) Develop a strategic plan that is informed by best practices by April 12, 2017.

In late 2017, the San Francisco Police Department (SFPD) began developing an inclusive, forward-looking strategic plan that would ensure that the Department is ready and equipped to meet the challenges of twenty-first century policing and earn the trust and respect of our communities. 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.

The Department began by taking a lay of the land approach, conducting interviews and reviewing documents from a broad peer set to understand best practices of leading public sector departments across the country. These insights informed both our strategic planning process and the outputs.

The SFPD also looked in the mirror, meeting face-to-face with more than 70 members (sworn and nonsworn) of the Department through focus groups and interviews to understand aspirations and challenges. In addition, the SFPD reviewed in-process initiatives, working groups, and strategic plans across the Department to understand current strengths and efforts. In parallel, several sessions focused on community policing were conducted, which provided additional input on what the community expects from the Department now and in the future.

During the development of Strategy 1.0, PWC sought the input of over 100 internal and external stakeholders in the form of a Steering Committee (comprising the Chief of SFPD, Assistant and Deputy Chiefs and Directors), an Internal Sounding Board (comprising Commanders and representatives of Police Employee Groups) and External Senior Advisors (comprising representatives from the community and the San



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Francisco Mayor's Office). (Attachment #5: SFPD Strategic Plan Launch Presentation, Page 9).

PWC utilized these three Committees to develop and vet Strategy 1.0 throughout their 24-week engagement. The roles of the PWC Strategy 1.0 Committees were 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, Collaborative Reform Completion Memorandum Page 5 of 13 PSPPB Form 2001 v2
- External Senior Advisors: 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.

The output of our strategic process is a strategy statement and five strategic initiatives to drive the near-term priorities of 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". The Strategic Initiative Clusters identified include Collaboration, Improve Responsiveness, Measure and Communicate, Strengthen the Department, and Define the Future.

In June of 2023, Chief Scott re-engaged and reviewed Strategy 1.0 to assess its relevance with the current vision of the SFPD. The Chief met and discussed Department Strategic Plans overall with the Executive Director of the Strategic Management Bureau (SMB). The Chief determined that Strategy 1.0 is still relevant today, but that a review process would need to occur in the coming years for all strategic plans.

After meeting with Chief Scott, the Executive Director of the SMB held a detailed planning meeting related to the review of Strategy 1.0 with SMB staff (Attachment #6: SMB Strategy 1.0 Review - meeting notes 6.8.23). While Strategy 1.0 accurately represents the department's plan for today, the SFPD recognized the need for policy surrounding how all strategic plans will be reviewed. The Executive Director of the SMB then issued a Unit Order to the Professional Standards and Principled Policing Unit (PSPPU) in March of 2024. This Unit Order was set forth to solidify the policy and review process for Strategic Planning documents (Attachment #7: Unit Order 24-02; Department Strategic Plans Review and Revision Directive).



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- 2) **Ensure the plan clearly identifies the department’s vision, mission, and values statements and establish agency-wide objectives and individual goals as the guiding principles that support adherence to the mission, values, and guiding principles.**

In February 2018, the SFPD completed Strategy 1.0, which established the department’s agency-wide objectives with an overall vision, mission, and value statements. (Attachment #8: SFPD Strategy 1.0). The output of this strategic process, in summary, was two-part:

1. A strategy statement “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, and maintain and build trust and respect as the guardian of constitutional and human rights.”
2. To deliver on the promise of the strategy, five high level initiative clusters were identified, directing the development and prioritization of future initiatives. The five strategic initiatives are:
 - Collaborate
 - Improve Responsiveness
 - Measure and Communicate
 - Strengthen the Department
 - Define the Future

Using Strategy 1.0 as a guide, the SFPD developed a new strategic plan focused on Community Policing. The “SFPD Community Policing Strategic Plan” was developed by an Executive Sponsor Working Group comprised of community members and SFPD personnel. (Attachment #9: SFPD Community Policing Strategic Plan). This plan addresses recommendation 40.1 made by the U.S. DOJ Office of Community Oriented Policing to the SFPD. This plan clearly identifies the department’s vision, mission, and values statements. The very first part of this strategic plan lists the Vision, Values and Goals for the SFPD related to community policing. Below is an excerpt from the SFPD Community Policing Strategic Plan (2018):

Vision, Values and Goals:

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.

All members of the SFPD embody the following values, and in doing so strive to earn the community’s trust, support, and confidence:



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- Respect
 - We respect the cultures and histories of the neighborhoods and communities we work in.
 - We treat all people equally and with dignity, without regard to actual or perceived race, color, ethnicity, national origin, age, religion, gender identity or expression, sexual orientation, mental or physical disability, socioeconomic status, or any other trait.
- Partnership
 - We proactively nurture relationships with and empower all San Francisco community members to take an active role in public safety and find solutions to local issues.
- Honesty and Transparency
 - We develop and maintain honest and transparent communication with the communities we serve.
- Responsibility and Accountability
 - We have the courage to take responsibility for our actions and be held accountable by ourselves and others.

Goal 1: Communication:

Honest, transparent, and empathetic dialogue between the SFPD and San Francisco community.

Goal 2: Education:

SFPD both trains and is trained by the communities it serves.

Goal 3: Problem-solving:

Increase safety through collaborative working partnerships between SFPD, community members, and organizations to identify and address local topics of concern.

Goal 4: Relationship-building:

Strong, trusting, and respectful relationships between SFPD and all facets of San Francisco community.

Goal 5: SFPD Organization:

SFPD organization and operation leads community policing efforts and demonstrates a guardian mindset.

The SFPD Community Policing Strategic Plan (2018) also established agency-wide objectives that support adherence to the mission, values, and guiding principles. Pages 13 through 15 of the Community Policing Strategic Plan discusses the 21 community policing objectives (pg. 13):

The SFPD is committed to implementing all 272 DOJ recommendations. Progress is ongoing, with the status of implementation in various stages from completed to pending other actions, such as budget authority or meet and confer with labor. Regardless of implementation status, all recommendations from chapter four of the DOJ report (Community Policing Practices) have been categorized by the 21 community policing



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objectives so that there is a clear understanding of how the reform effort furthers community policing goals.

3) The plan identifies the framework for the planning process.

With Strategy 1.0, a comprehensive vision for the future of the SFPD was established. Strategy 1.0 created a strategic framework and a process for annual planning. This planning process articulated the vision and met the needs that strategic planning requires. An annual process to identify and prioritize initiatives that advance Strategy 1.0 allow for a flexible, and responsive approach to developing and implementing strategic planning.

Strategy 1.0 identified the framework for the planning process. One of late Mayor Lee's priorities was to push for a San Francisco Strategic Planning Framework that provides vision and structure for continued collaboration across all areas of local government. Chief Scott and the SFPD took that vision and identified six strategic areas of focus that help inform the SFPD's strategic initiatives:

1. **Public Safety: Safe Neighborhoods** — ensure public safety and reduce violent crimes, property crimes, and commuter collisions.
2. **Quality of Life: Homelessness and Behavioral Health Concerns** — collaborate with service providers to address root causes of homelessness and street violence and improve officers' response to homelessness and those needing health services.
3. **Trust and Accountability: Reforms** — promote cultural change and police reform through DOJ recommendations and invest in long-range strategic planning with community input.
4. **Community Engagement: Partnerships and Outreach** — enhance the health and vibrancy of all our neighborhoods and engage the youth in a more coordinated effort.
5. **Measure Performance: Focus on Outcomes** — collect, store, and analyze data to better serve our community and increase accountability and transparency.
6. **Diversity: Ensure a Diverse and Inclusive Workforce** — ensure the demographic makeup of members hired and promoted within the Department reflects the communities we service.

After Strategy 1.0, Department General Order 1.08 was developed, citing, and drawing from Strategy 1.0 and the Community Policing Strategic Plan (**Attachment #10: DGO 1.08**). Among many other practices critical to the success of community policing, this DGO outlines the framework and ongoing process by which SFPD will gather input from the community in the implementation and oversight of community policing and problem solving.

4) The framework results in a plan that supports the coordination of priorities and objectives across individuals, work groups, and key operating divisions.



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As a result of the framework provided in Strategy 1.0, the SFPD has developed multiple strategic plans targeting specific areas of focus. With USDOJ recommendations in hand, the SFPD began to develop these plans in 2017, commencing with Strategy 1.0, then the Community Policing Strategic Plan (Revisit Attachment #9: SFPD Community Policing Strategic Plan), Bias-Free Policing Strategic Plan (Attachment #11: SFPD Bias-Free Policing Strategic Plan), and the Diversity Strategic Plan (Attachment#12: Diversity Strategic Plan). In December of 2020, the SFPD released the SFPD Racial Equity Action Plan; Phase 1 (Attachment #13 REAP phase #1; pg. 1-8). In the Executive Summary of The Racial Equity and Inclusion Action Plan (2020) is the following text:

The Racial Equity Action Plan (REAP) is a strategic plan for the San Francisco Police Department (SFPD), guided by the Citywide Racial Equity Framework, to enact institutional and structural change to achieve racial equity and inclusion. This Plan, which will be released in two phases, is guided by the vision to create a city and organization where diversity, inclusion and belonging are advanced; racial and social equity disparities are reduced short-term and eliminated long-term; and racial and social equity is achieved, establishing equalized access, opportunity, and outcomes for all. (pg. 7)

In summary, it is the objective of the SFPD's REAP to ensure that all its members, professional or sworn, have the same equal opportunity and access to promotion and advancement opportunities. The research and data contained in the SFPD's REAP will reflect past, present, and future efforts to identify areas where racial equity and inclusion have and will continue to improve. This document, "Phase One" of the Plan, focuses on the work that must be done to ensure our worksites are supportive for all employees. It does so by assessing current conditions in several key focus areas for all employees, and identifying necessary staffing and resources (e.g., Hiring, Recruitment, Retention, Promotion, Mobility and Professional Development). Finally, holding our agency accountable by setting timely, measurable goals and commitments (e.g., Discipline, Separation, Organizational Culture of Inclusion, Diverse and Equitable Leadership). It is the SFPD's overachieving goal to maintain racial equity and inclusion in hiring, patrol, and leadership, realizing it's not only the right thing to do for equity and inclusion, but also improves the SFPD's mission to provide "Safety with Respect". (pg. 8)

San Francisco Police Department General Orders (DGOs) provide the framework, rules and guidelines that shall be followed by all members at every rank in the department. DGO 1.08 describes the role of community engagement and serves to formalize community engagement in support of community policing practices, exactly as finding #40 recommends. This framework results in a plan that supports the coordination of priorities and objectives across all operating divisions. This coordinated effort is described in detail in DGO 1.08:

The Commander of the Community Engagement Division is responsible for promoting and auditing Community Oriented Policing and Problem-Solving concepts and efforts throughout the entire Department. The Commander will ensure that the Community



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Engagement Division (CED) provides an overall Department structure and framework to enhance community relationships in our city. The Commander of CED will work collectively with the Commanders of FOB (Golden Gate and Metro), Airport Bureau, Administration Bureau, Special Operations Bureau, and Investigations Bureau, to support the effort of all stations, bureaus and assignments in the Department by promoting community-oriented policing and problem-solving policies, procedures and practices. CED will be staffed within the Field Operations Bureau and is required to provide the necessary structure and support so that the entire Department may accomplish community-oriented policing and problem-solving goals.

In addition to providing Community Oriented Policing and Problem-Solving support, CED is also responsible for promoting and hosting community engagement events and programs throughout the Department in an effort to build community trust and relationships. (pg. 5)

Evidence of the Departments adherence to this DGO is described in detail within substantially compliant Recommendation 44.4 (**Attachment #14: Rec. 44.4; 2001 form**):

The Department has incorporated review of community policing through the Commander of CED facilitating routine discussion among supervisors and managers during the Captain's monthly meetings. During these meetings, the Deputy Chief of FOB, Commanders and Captains discuss cross organizational goals, community policing plans and outcomes, as an ongoing review or effectiveness and organizational impact. (pg. 6)

The auditing of meetings is ongoing and evidenced in the following recent audits:

1. Audit of Internal Community Policing Discussions from the first three quarters of 2023 (**Attachment #15: Q1-Q3 2023 CP discussions audit**).
2. Audit of Internal Community Policing Discussions from the first quarter of 2024 (**Attachment #16: Internal Community Policing Discussions Review/Audit 1.8.24**).
3. Audit of monthly community meetings for "21st Century Policing" discussions. (**Attachment #17: CED 2023 Bi-Annual Audit -Adherence to FOB Bureau Order 20-01**).
4. Audit of monthly community meetings for "21st Century Policing" discussions related to the the Community Policing Strategic Plan added as an option (**Attachment #18: 21st Century Policing Discussions Audit; 2.12.24**).

5) The plan identifies the department's strategy to engage the community, obtain community input, and develop support for the plan and its success.

The SFPD Community Policing Strategic Plan identified the department's strategy to engage the community and obtain community input. The Plan established a definitive approach for how the SFPD achieves its community policing vision. Led by the SFPD Community Engagement Division (CED), policies and plans will be developed to determine



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specific strategies that achieve the goals and objectives outlined in the Plan. CED will also track the activities and impact of community policing strategies over time. The following actions describe the major steps created to implement the Community Policing Strategic Plan:

1. Develop Community Policing Action Plans:
 - a. Each SFPD division and district creates a Community Policing Action Plan based on guidance provided in the Strategic Plan. Plans are posted on the SFPD Website annually at the following link:
[Community Policing Annual Plans | San Francisco Police Department](#)
2. Form a Community Engagement Advisory Group:
 - a. Consistent with DOJ Recommendation 39.3, CED formed an advisory group to provide ongoing guidance and oversight related to implementation of the Strategic Plan and general community policing policies and activities. (Refer to Attachment #1: Rec. 39.3; 2001 form).
3. Revise Department General Order on Community Policing.
 - a. DGO 1.08 was revised, updated, and published in February of 2021. (Refer to Attachment #10: DGO 1.08).
4. Update the Community Policing and Problem-Solving Manual
 - a. This project is currently underway in alignment with DOJ Recommendation 41.1. The SFPD shared the draft with the Department of Police Accountability in August 2023, which started the concurrence process.
5. Develop a Communications Strategy:
 - a. CED worked with SFPD leadership to develop a communications strategy to publicize the Strategic Plan (**Attachment #19: Chief's memo to roll out CP Strategic Plan**). The Plan was distributed both internally to SFPD members and externally to community stakeholders and the public. The Community Policing Strategic plan document remains available on the SFPD website at the following link:

[Community Policing Strategic Plan | San Francisco Police Department](#)

- b. The communications strategy was broken down in the Community Policing Strategic Plan into 4 objectives:
 - i. Objective 1.1 Create a diverse set of communication channels between the Department and community.
 - ii. Objective 1.2 Respond to requests for service and information in a timely and transparent manner.
 - iii. Objective 1.3 Solicit conversation, input, and collaboration from historically underrepresented groups.
 - iv. Objective 1.4 Transparently communicate, publicize, and educate community about Department goals and policies.
 - c. The department communicated internally in the form of Department Bulletins to provide training on the communications strategy. Department Notice 21-010



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provided specific training in the form of videos, including a video dedicated specifically to the department's communications strategy. These videos trained officers on relationship building, and the use of honest, transparent, and empathetic dialogue between the SFPD and the San Francisco community. The video focused on communication described the diverse set of communication channels occurring both face to face in community meetings, and in the sharing of information virtually and on our website and through social media. (Attachment #20: Department Notice 21-010; Community Policing Strategic Plan videos).

6. Monitoring Activities and Impact of Community Policing:
 - a. The Community Engagement Division currently guides community policing activities for the Department. Moving forward, it will work with divisions and districts to track the activities and impact of community policing by leveraging existing departmental metrics and creating new metrics at either the objective or strategy level.
7. Expansion of Existing Data Sources:
 - a. The SFPD is currently working on a data dashboard to inform the department on all levels and create electronic systems for performance improvement (Attachment #21: Benchmark Dashboard proposal)
8. Development of New Data Sources:
 - a. Quarterly audits are submitted by the CED to share data on community meetings and other community policing efforts (Refer to Attachment #15: Q1-Q3 2023 CP discussions audit).
 - b. Bi-annual audits are submitted by the CED to share data on discussions of 21st Century Policing (Refer to Attachment #17: CED 2023 Bi-Annual Audit - Adherence to FOB Bureau Order 20-01).

6) The plan identifies the department's strategy to drive the plan down to the officer level by creating objectives that allow for individual goals that contribute to the overall plan.

The SFPD has been clear in our vision that strategic planning must include all members down to the officer level. When the department developed the Community Policing Strategic Plan, this document encompassed several strategies to include officer level goals.

Throughout the text of this document, The SFPD Community Policing Strategic Plan elaborates on the SFPD's commitment that each officer will have individual goals that support adherence to the mission, values, and guiding principles of this strategic plan. For example, the Community Policing Strategic Plan (2018) stated:

Goal #3; Objective 3.2: Collaboratively identify and develop responses to local issues and concerns with individuals, community-based organizations, and city services:



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Successful community policing involves officers and community members working together to identify and address community concerns, focusing on root causes rather than reactive solutions. This system acknowledges that all parties share responsibility for problem-solving and that there are systematic forces driving many issues, only some of which are under the Department's control. (pg. 8)

Goal #4: Focuses on "Relationship Building" stating that "Officers should be accessible and approachable to build individual relationships with those in the communities they serve."

Goal 4; Objective 4.1 states:

Increase visible officer presence and proactive, positive engagement with individuals outside of calls for service. (pg. 9)

The strategy statement in Goal #4 includes the following:

Emphasize the importance of interactions with individuals as early as the first day at the Police Academy. (pg. A-10)

Officers should proactively introduce themselves to local merchants and individuals. (pg. A-10)

Continue to participate in programs to facilitate individual interactions... (pg. A-10)

Community Policing Department General Order (DGO) 1.08 further solidifies the department's focus on programs to facilitate individual interactions. In section 1.08.04, page #4 of this DGO, the following policy for "Community Policing" is explained as follows:

"District Station Captains are expected to provide time and resources for officers to participate in community events, relationship-building, and problem-solving activities. District Station Captains shall be provided the authority to serve the diverse populations represented in their respective districts within the tenets of community policing. The Department has provided structure and support as provided by the Community Policing Strategic Plan (see above). In addition, District Station Captains shall, when practicable, include foot and bicycle patrol as part of their strategy in building partnerships with the community. Officers working outside the confines of a patrol car may find it easier to interact with community members and to identify otherwise overlooked problems. District Station Captains shall continue to evaluate the effectiveness of this deployment



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strategy by considering the numbers of calls for service, crime prevention initiatives, and individual interactions with the community.”

7) The plan identifies how the department will measure individual performance and participation towards accomplishing departmental goals.

On March 13, 2019, Chief Scott approved a memorandum identifying the review process and the metrics for evaluating the Strategic Plan's effectiveness. (Refer to Attachment #19: Chief's memo to roll out CP strategic plan). Within this memo, Chief Scott required the following of the SFPD:

Require every command in the Department develop and implement a Community Policing plan as recommended in Department of Justice CR1 recommendation 45.1 and align their plans with the Department's Community Policing Strategic Plan. All plans must define metrics for success, and Captains will submit biannual updates to CED about progress towards achieving those metrics.

On August 5, 2019, SFPD issued Department Bulletin (DB) 19-165 implementing the Strategic Plan. This department bulletin was updated and re-instated with DB 21-019 (**Attachment #22: DN 21-019; Annual Community Policing Strategy**), issued in February of 2021. The Strategic Plan contains provisions regarding implementation, including requiring each SFPD division and district to create a “Community Policing Annual Plan”, that aligns with the Strategic Plan, contains timelines and resources for implementing strategies, and uses various metrics to track activities and outcomes.

These Annual Plans define the department’s measurement process for individual performance and participation towards accomplishing the departmental community policing goals. For transparency, the Community Policing Annual Plans are posted to the SFPD website for public review (see link on pg. 16 of this document).

Additionally, DGO 1.08 also mandates that each District Station, Unit, Bureau, and Detail develop an Annual Community Policing Strategic Plan. To ensure that each unit has a written strategic plan that embraces community policing measurable goals and progress, the Department issued Department Notice 21-019 "Annual Community Policing Plans" (Refer to Attachment #18: DN 21-019). Department Notice 21- 019 established policy and procedures to ensure community policing is systematically occurring throughout the entire Department. The purpose of the Annual Community Policing Plan is to ensure each District Station, Bureau, Unit and Detail has a standard format to document, track and analyze the Department's Community Policing efforts for the purpose of incorporating community policing data into crime and policing strategies.

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



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been codified into policy (Community Policing DGO 1.08) include the establishment of the Internal Review Committee. 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.

Peer-to-peer training ensures that community policing is occurring systematically throughout the department. During the month of January, the Commander of the Community Engagement Division schedules 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 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.

For the year 2023, Deputy Chief Julian Ng (then Commander of CED) selected three captains to serve as peer-to-peer trainers. As of December 7th, 2023, all three Captains completed their peer-to-peer presentations (**Attachment #23: FOB Captains meeting agendas peer-to-peer; June, September & December**).

As written in the beginning of this document, Finding #40 for this series of recommendations noted the following:

"The SFPD does not formalize community engagement in support of community policing practices."

The Department recognizes that its personnel are a valuable and precious resource in ensuring that community policing efforts are successful. To solidify that members are provided with the proper support and development they require, appraisal of their performance is essential. Therefore, the SFPD sought to measure individual performance and participation toward accomplishing department goals of community engagement and community policing. To track individual performance in these areas, the SFPD included criteria for evaluation of each officer in semi-annual performance appraisals. (**Attachment #24: SFPD Form 438a; Officer Appraisal**). These appraisals, in the past, were completed as hard copies and stored in binders maintained at the district station or unit where the officer worked. This year, in 2024, these performance appraisals will be updated and housed in an electronic format within the Benchmark System. This new practice will provide supervisors with the ability to track and measure required community engagement and community policing efforts of all members.



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During the development of the Community Policing Strategic Plan a great deal of research went into the review of best practices. This Strategic Plan is rooted in an understanding of best practices from community policing efforts around the world. In summary the department recognized that:

“Building community policing into the fabric of the Department paves the way for effective implementation of techniques by individual officers, and this has been done across jurisdictions by incorporating measures of community policing into professional development, standardizing goals and metrics across police districts, and supporting the well-being of active officers.” (Community Policing Strategic Plan pg. E2).

The Department then went on to adequately address how individual performance and participation for community engagement is measured. The SFPD updated policy related to individual officer goals in The Community Policing Strategic Plan, Objective 5.7, which states the following:

“Integrate community policing values in recruitment, training, and professional development of SFPD members:

Building community policing into the values and culture of the Department will require focused and ongoing effort throughout the career of every officer. Commitment to positive, productive relationships with the community should be emphasized and woven into the daily work of all SFPD members from the beginning of recruitment to the day they retire.” (Community Policing Strategic Plan pg. E2).

Additionally, The Department’s Community Policing Department General Order (DGO 1.08) included the following policy:

“District Station Captains shall, when practicable, include foot and bicycle patrol as part of their strategy in building partnerships with the community. Officers working outside the confines of a patrol car may find it easier to interact with community members and to identify otherwise overlooked problems. District Station Captains shall continue to evaluate the effectiveness of this deployment strategy by considering the numbers of calls for service, crime prevention initiatives, and individual interactions with the community.” (DGO 1.08; pg. 4)

The above are all examples of how the Department measures individual performance and participation towards accomplishing departmental goals.



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8) Evidence of review or audit process that evaluates the department's progress in meeting plan goals and objectives.

The Community Policing Strategic Plan 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.

In September of 2020, Retired Deputy Chief Greg McEachern completed a Field Operations Bureau (FOB) Unit Order which provided direction for the "Annual Community Policing Strategic Plans." (Attachment #25: FOB Unit Order #20-04). This Unit Order established the format to document the department's community policing efforts. This order referenced the departmental requirements set forth in Strategy 1.0 and the Community Policing Strategic Plan.

Furthermore, the PowerPoint template for these District Station's Annual Community Policing Plans was updated by the Commander of the SFPD Community Engagement Division in January of 2024 to provide an example of best practices for these annual plans. This template includes language on slide #5 from Strategy 1.0 related to the five strategic initiatives and its inclusion in all strategic planning documents (Attachment #26: Station Strategic Plan presentation template updated 01.09.24).

There is also a review or audit process in place to evaluate unit community policing efforts, which has been codified into policy in Community Policing DGO 1.08 Section .05 Accountability. (Revisit Attachment #10: DGO 1.08 Accountability Section). The following is an excerpt from DGO 1.08:

By November 1st of each year, Commanding officers of every Bureau, District Station, Unit and Detail shall issue an Annual Community Policing Strategic Plan. This plan outlines how their command will continue to build relationships with local city agencies, community groups, nonprofit organizations, and members of the public for the upcoming year effective on January 1st of the following 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. The plans will be submitted through the chain of command to the Community Engagement Division. Once approved, plans will be posted on the Department's website by January 1st. 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.

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Proof of these plans being submitted is on the SFPD website. (See Attachment #27: Annual community policing plans screen shot 2024). The Community Policing Annual Plans for 2023 were all completed for 100% compliance, and they are posted at the following link:

[Community Policing Annual Plans | San Francisco Police Department](#)

As part of the District Station's Annual Community Policing Plan, District Captains shall include an outline of their strategy for dedicating a portion of monthly community meetings to the discussion of the 6 Pillars of 21st Century Policing. The requirements for this were described in FOB Bureau Order 20-01 (Attachment #28: FOB Bureau Order 20-01).

The purpose of FOB Bureau Order 20-01 is to establish policies and procedures for supervisors and captains to have ongoing and continuous conversations that are focused on the Final Report of the President's Task Force on 21st Century Policing. This order is also to encourage Supervisors and Captains to continue the conversations on the 6 Pillars of 21st Century Policing during community meetings.

The Commander of the Community Engagement Division is responsible for promoting and auditing Community Oriented Policing and Problem-Solving concepts and efforts throughout the entire Department. In December of 2022, Deputy Chief Julian Ng (then Commander of the Community Engagement Division) completed an audit of the monthly community meeting slides from all 10 district stations to determine compliance with FOB Bureau Order 20-01. In this annual audit from calendar year 2022, Deputy Chief Ng found 100% compliance and all District Stations covered and discussed one of the six pillars every other month.

For the first half of 2023, a bi-annual audit was completed by Acting Commander Pera (Commander of the Community Engagement Division) in September of 2023. From this audit, Acting Commander Pera discovered that since 2022, we have failed to retain 100% compliance among all District Stations discussing one of the six pillars of 21st Century Policing in their monthly community meetings. Acting Commander Pera communicated these audit results to Deputy Chief Julian Ng. To remedy this situation and ensure that the department continues to meet our planned goals and objectives from Strategy 1.0, Acting Commander Pera re-trained all district station captains at the November FOB Captains meeting (Revisit Attachment #17: CED 2023 Bi-Annual Audit -Adherence to FOB Bureau Order 20-01).

In the past the 21st Century Policing discussions at Captain's meetings were limited to a discussion of the "Final Report of the President's Task Force on 21st Century Policing". The continued discussion of this specific document has been criticized by SFPD members and community partners, stating that these discussions had become redundant. Taking this feedback into account, the SFPD met with its CRI Partners, Jensen Hughes and Cal DOJ, to discuss a pivot from the President's Task Force report to the SFPD's Community Policing Strategic Plan. The idea behind this was that during the creation of the SFPD's Community Policing Strategic Plan, the Department utilized the Final Report of the



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President's Task Force on 21st Century Policing as a reference. This shift has been supported and applauded by our CRI partners. Approval for this transition was also sought internally via a memo, which was signed by Assistant Chief Lazar on October 12, 2023 ([Attachment 29: Memo to AC Lazar dated 10.06.2023](#)). Acting Commander Arran Pera also updated FOB Bureau Order 20-01. This updated FOB Bureau Order was utilized to provide training on the new shift for 21st Century Policing Discussions at the November FOB Captains Meeting. Captains will now have the option of discussing 21st Century Policing in light of the SFPD Community Policing Strategic Plan's 5 goals and 21 objectives, which will encourage fresh conversations with the community. ([Attachment 30: Updated FOB Bureau Order 20-01; dated 10.30.23](#))

In September of 2023, Department Notice #23-150 was issued to all members of the SFPD. This DN facilitated the release of a video message from Chief Scott acknowledging the success of Strategy 1.0. In this video the Chief discussed our progress over the past five years around strategic planning, and highlighted all the plans, policies and documents that were born from Strategy 1.0. This video showed how the Department utilized strategy 1.0 as a guide to enact institutional and structural change and defined the future for strategic planning ([Attachment #31: DN# 23-150; Chief's strategic planning video](#)).

This Department Notice also informed members of the new Power DMS tab for strategic planning. All strategic planning documents, including Captain's Annual District Station Strategic Plans, are now available for review for all members in a Power DMS tab titled "Department Strategic Plans" ([Attachment #32: Power DMS tab screen shot](#)).

Between November of 2023 and January of 2024, the Department reviewed and audited all 2024 District Station Strategic Plan submissions. This review process, as required by DGO 1.08, also served to discuss best practices and to identify those Captains in the SFPD whose community policing efforts stand out. On 1/22/24, the Commander of the Community Engagement Division met with the Deputy Chief of the Field Operations Bureau (FOB) regarding the selection of the Peer-to-Peer trainers for 2024. They selected three new captains to serve as the Peer-to-Peer trainers for 2024. These new captains will be replacing the prior captains who served as the Peer-to-Peer trainers for 2023 ([Attachment #33: Peer-to-Peer Trainers' Memo 2.2.24](#)).

The SFPD will further seek input on these annual plans from our newly developed External Review Committees. These committees, which include external partners and community members, will provide a greater voice and extended research into what best practices in community policing should look like for the year 2024.

Additionally, in January of 2024, the Commander of the Community Engagement Division completed a review and audit for compliance with DGO 1.08. This audit was in reference to ongoing internal community policing discussions. The commander determined that the department is in compliance with this DGO policy. (Revisit [Attachment #16: Internal Community Policing Discussions Review/Audit 1.8.24](#)).



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Finally, the Commander of CED audited the new direction of the 21st Century Policing Discussions which shall occur at all Captain's monthly meetings (Revisit Attachment #30: Updated FOB Bureau Order 20-01). This audit was conducted in January of 2024 and it revealed that 90% of all District Station Captains are having monthly discussions on 21st Century Policing. (Revisit Attachment #18: 21st Century Policing Discussions Audit; 2.12.24).

Since one of the ten stations failed compliance, the Community Engagement Division communicated this information to the appropriate district station captain and completed a re-train of FOB Unit Order 20-01. Since that retraining occurred, CED was able to review their meeting agenda for February and establish that the district station in question is now in compliance.

Finally, for overall evidence of a review process that evaluates the department's progress in meeting plan goals and objectives, the SFPD has instituted a new policy. This policy is described in detail under Compliance Measure #1, and it exists in Unit Order 24-02, established in March of 2024. As described, this Unit Order requires an ongoing review of all Strategic Planning documents to ensure that they remain relevant (Revisit Attachment #7: Unit Order 24-02; Department Strategic Plans Review and Revision Directive).