



OFFICE OF CITIZEN COMPLAINTS

2014-2015 Community Outreach Strategic Plan and Report on Outreach Activities

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Executive Summary

Throughout 2014, the Office of Citizen Complaints (OCC) made presentations about the agency's programs to a variety of audiences, collaborated with numerous community organizations on police policies, and participated in a wide range of community events. Through these outreach activities, the OCC continued to strengthen its relationship with communities which, historically and statistically, are likely to have encounters with the police. The OCC's outreach efforts also focused on communities racially, culturally, or linguistically isolated from police services.

During the last year, the OCC continued its collaborative work with community organizations to advance juvenile policing policies, language access services during police interactions with Limited English Proficient (LEP) individuals, and children of arrested parents procedures. Working in partnership with organizations such as the Asian Americans Advancing Justice—Asian Law Caucus, Asian Pacific Islander Legal Outreach, Community United Against Violence, the Domestic Violence Consortium, Mujeres Unidas y Activas, San Francisco Youth Commission and the San Francisco Children of Incarcerated Parents Partnership and the San Francisco Police Department, the OCC played an active role in facilitating solutions to a variety of community-policing issues.

OCC staff gave presentations about the agency's services and principles of civilian oversight to a variety of audiences throughout 2014. In August, Director Joyce Hicks, who sits on the board of directors of the National Association of Civilian Oversight of Law Enforcement (NACOLE) hosted a training seminar for Bay Area civilian oversight agencies. At the seminar, Mediation Coordinator Donna Salazar provided training on police and citizen mediation. Policy Attorney Samara Marion offered a presentation on policy issues.

In September, the Director led a delegation of OCC staff members to the annual NACOLE training conference in Kansas City. Director Hicks moderated a panel on mediation. Ms. Marion co-presented at a session entitled "Civilian Oversight's Role in Police Training that included excerpts from officer training videos she developed in partnership with SFPD on language barriers and children of arrested parents procedures. OCC Investigator Jayson Wechter co-presented at a session on planning and prioritizing investigations.

During Domestic Violence Awareness Month, in partnership with Mujeres Unidas y Activas and the Asian Pacific Islander Legal Outreach, Policy Attorney Marion provided training on language access issues for advocates assisting immigrants who are domestic violence and sexual assault survivors.

Mediation Coordinator Donna Salazar promoted the OCC's program and services at several events. She addressed mediation classes at University of California Berkeley Extension and Hastings College of the Law. In March, Ms. Salazar traveled to Los Angeles where she met with members of the Los Angeles Police Department and the Los

Angeles City Attorney's office who are implementing a pilot mediation program. She gave a presentation to approximately seventy mediators and staff involved in the new endeavor. In December, the Los Angeles Police Department sergeant in charge of the pilot program traveled to San Francisco where he worked with Ms. Salazar for several days and met with OCC mediators and staff as well as members of the Police Department and the San Francisco Police Officers' Association. Ms. Salazar also represented the OCC's mediation program at numerous events including one sponsored by the Peninsula Conflict Resolution Services.

As a unique police oversight model, the OCC regularly attracts the interest of national, international, and academic communities. Director Hicks participated in a panel discussion on civilian oversight at the Santa Rosa Community College in response to the officer involved shooting of 13-year old Andy Lopez. In June, Director Hicks and Deputy Director Erick Baltazar gave a presentation to the Sonoma County Community and Law Enforcement Accountability Subcommittee and members of the public on the functions of OCC. Director Hicks and Deputy Director Baltazar met with representatives from the Oakland City Council, the Los Angeles Inspector General's Office, and a delegation of government officials from India.

In August, Director Hicks and Policy Attorney Marion met with representatives from the Washington, D.C.-based Urban Institute to discuss the OCC's role in establishing SFPD's procedure when arresting a parent. Discussion focused, in part, on the unique role civilian oversight agencies can play in facilitating partnerships among community, government and law enforcement agencies.

Media is another component of the OCC's outreach work. In April, the San Francisco Examiner interviewed Director Hicks for an article about police oversight in San Francisco. In May, the San Francisco Examiner featured an article on SFPD's policing procedures for children of arrested parents that included the OCC's role in its adoption. The Department of Justice included on its website the officer training video on overcoming language barriers that the OCC co-produced with SFPD. In August, Policy Attorney Marion was a guest speaker on Police Commissioner Dr. Joe Marshall's Street Soldiers radio program. The program focused on youth interactions with law enforcement.

The roll out of online complaint filing in 2014 was another significant project that the OCC undertook to increase public accessibility to the OCC's services. The online complaint filing feature represents the culmination of more than two years of work including several months in development with an outside vendor.

Another key component of the OCC's outreach activities involved attending community events during 2014. OCC staffed tables at five Operation Homeless Connect events in the Civic Center area, as well the Bayview Connect, the LGBTQ Connect, the Bayview/Hunters Point Back to School Celebration, the Western Addition Back to School Celebration, Mayor's Office of Youth, Children, and Family's Summer Resource Fair, the SFPD Youth Resource Fair, National Night Out in the Western Addition

Ingleside, and Bayview District, the Western Addition Senior Resource Fair, the Southeast Community Resource Fair, and the Chinatown Resource Fair.

The OCC regularly distributed complaint forms and brochures in six languages to all police stations, the District Attorneys Office, the Public Defenders Office, the Mayor's Office of Neighborhood Services, the ACCESS Center, all twenty-seven branch libraries, the Mayor's Office on Aging and Adult Services, La Raza Centro Legal, and community centers including Community Boards, the Ella Hill Hutch Community Center, the Bayview Hunters Point Family Resource Center, the Bernal Heights and Mission Neighborhood Centers, the African American Resource Center, Community United against Violence, North Beach Neighborhood Homeless Services, the Community Justice Center, Lyric and Larkin Street Youth Centers, Episcopal Community Services, the Third Street Youth Center, Horizons Unlimited, Arriba Juntos, the African Immigrant Resource Center, and the Yerba Buena Community Center.

The OCC continued its efforts to inform members of the Department and community about the OCC's services and procedures. OCC representatives made presentations to Police Academy classes at the beginning and end of their training. Director Hicks provided information about the OCC and its role at Police Commission community meetings held in the Park, Northern, Mission, Ingleside, Central, Sunset, and Richmond Districts.

Although a small city agency, by using a community-based approach that continually builds upon its existing partnerships, the OCC has been able to maximize its resources and outreach efforts throughout 2014.

An Overview of the Office of Citizen Complaint's Community Outreach Strategic Plan

GOALS	TARGET AUDIENCE	STRATEGIES
<ul style="list-style-type: none"> • Continue to provide information and transparency about the OCC's services, goals and accomplishments. • Continue to gather information about policing concerns from community stakeholders. • Continue building community partnerships with organizations that serve targeted audiences. • Continue developing linguistically and culturally competent communication resources and tools. • Continue to evaluate the effectiveness of its outreach program. 	<ul style="list-style-type: none"> • Community groups, especially those historically and statistically more likely to have contact with law enforcement, and communities that may be linguistically and culturally isolated from police services. • Community organizations and agencies that provide direct services to individuals who will benefit from OCC services. • City agencies, commissions, and elected officials • San Francisco Police Department & Labor Organizations representing San Francisco police officers • Local schools & universities • Media • State, national and international organizations and agencies involved in policing, civilian oversight and policy 	<ul style="list-style-type: none"> • Continue to participate in community forums, district station meetings & other events. • Continue to provide presentations to relevant organizations • Continue to partner with other groups to reach larger audiences. • Increase cultural competency of staff by inviting community organizations to provide training. • Continue to review bilingual staff time dedicated to interpretation and translation services to determine sufficiency of resources. • Continue to develop resource materials such as a Guide for Youth, fact sheets, and PowerPoint presentations. • Continue to enhance website content to include translation of information and materials as well as updated OCC brochures, community locations where complaint forms may be obtained and other informational materials as available. • Monitor and update the OCC's on-line complaint filing system. • Continue to develop a media strategy to increase the public awareness of OCC's services. • Continue to evaluate outreach effectiveness.

OCC's Role in the San Francisco Community

The Office of Citizen Complaints (OCC) is a San Francisco city agency that receives and investigates complaints of police misconduct. As described in the city charter, the agency's role is to promptly, fairly and impartially investigate complaints of police misconduct or failure to perform a duty involving San Francisco Police Department officers. The OCC is overseen by the San Francisco Police Commission.

In addition to investigating complaints of misconduct, the OCC performs two other roles. It recommends to the Police Commission changes in police policies and practices to enhance police-community relations while ensuring effective police services. It also provides a voluntary mediation program. Through the assistance of trained volunteer mediators, the OCC's mediation program enables complainants and officers to discuss their perspectives on the encounter that gave rise to a complaint.

The OCC has a diverse staff of employees, none who has ever been a San Francisco Police Department officer. The OCC staff speaks Spanish, Cantonese, Mandarin, Burmese, Tagalog, and French, and is committed to providing services to the linguistically and culturally diverse people of San Francisco. The agency is located at 25 Van Ness Avenue, Suite 700, San Francisco, California, 94102. OCC contact numbers are (415) 241-7711 (phone); (415) 241-7733 (fax); (415) 241-7700 (TTY); the OCC website is www.sfgov.org/occ.

OCC's Outreach Mission Statement

Since 2008, the OCC has followed its annual Community Outreach Strategic Plan that seeks to improve public and police understanding of OCC's services, goals and accomplishments. By using a community-based approach, the OCC works with leaders, advocates and organizations to educate the public about its services. Through presentations, widely distributed written materials and the OCC website, the OCC aims to increase the public's understanding of civilian oversight and the active role the public can play in making the OCC and community policing successful. According to Dr. Samuel Walker, an internationally renowned expert on civilian oversight of law enforcement, the OCC's Community Outreach Strategic Plan is the first of its kind and included on Dr. Walker's website.¹

Through its outreach efforts, the OCC seeks to strengthen its relationships with communities historically and statistically likely to have encounters with the police. Enhancing its relationship with populations culturally or linguistically isolated from police services is another essential aspect of OCC's outreach mission. Although the OCC is a small city agency, by working in partnership with large community-based organizations and other city agencies, the OCC is able to maximize its resources and reach even broader audiences. In addition to providing information about the OCC's services, the OCC's outreach efforts include gathering information from stakeholders

¹ Samuel Walker, <http://samuelwalker.net/issues/citizen-oversight-of-the-police>.

about the policing issues that are of concern in their communities. This information is vital in shaping the agency's objectives and priorities. Working in partnership with community groups, other city agencies and the police department, the OCC seeks to find effective solutions to enhance police-community relations and police services.

OCC's 2014 Outreach Activities

Community Presentations and Partnerships

The OCC staff met its goal of active participation in community events and forums by the following:

- Made presentations about the OCC and civilian oversight to numerous groups including the San Francisco Youth Commission's Criminal Justice sub-committee, San Francisco Women Against Rape, Domestic Violence Consortium, San Francisco Children of Arrested Parents.
- Attended and provided OCC materials to the public at the Southeast Summer Resource Fair, the Bayview/Hunters Point and Western Addition Back to School Celebrations, and the Chinatown Resource Fair.
- Participated as panelists at the National Association for Civilian Oversight of Law Enforcement's (NACOLE) 2014 training conference in Kansas City, Missouri.
- Staffed a table at the Northern District's National Night Out.
- Visited National Night Out activities in two other districts.
- Attended ongoing meetings with the Language Access Working Group (a partnership of domestic violence, sexual assault and language access advocates, and city agencies) and the San Francisco Police Department.
- Provided a training seminar for Bay Area civilian oversight of law enforcement agencies.
- The OCC Mediation Coordinator was contacted by representatives from the LA Sheriff's Inspector General, St. Louis Community Mediation, the Albuquerque City Attorney's Office, and the office of the New Orleans Inspector General regarding implementation of a mediation program.
- Made presentations to new recruit classes at the San Francisco Police Academy regarding the OCC, its complaint procedure, the interview process, and its mediation program.
- Attended five Operation Homeless Connect events in the Civic Center area, as well as the Bayview Connect and the LGBT Connect where OCC offered information about OCC's services.
- Attended Police Commission community meetings held in the Central, Northern, Ingleside, Mission, Ingleside, Sunset, and Park districts.
- Regularly distributed its two informational brochures, complaint forms, and "Know Your Rights for Youth in San Francisco" in six languages to all police stations, the District Attorney's Office, the Public Defender's Office, the Mayor's Office of Neighborhood Services, the ACCESS Center (Assisting Court Customers with Education and Self Help Services), all twenty-seven branch

libraries, the Mayor's Office on Aging and Adult Services, La Raza Centro Legal, and community centers including Community Boards, the Ella Hill Hutch Community Center, the Bayview Hunters Point Family Resource Center, the Bernal Heights and Mission Neighborhood Centers, the African American Resource Center, Community United Against Violence, North Beach Neighborhood Homeless Services, the Community Justice Center, Lyric and Larkin Street Youth Centers, Episcopal Community Services, Arriba Juntos, the African Immigrant Resource Center, the Buchanan Street YMCA, OMI Family Resource Center, Young Community Developers, the Third Street Youth Center, John King Senior Center, Horizons Unlimited, and the Yerba Buena Community Center.

- OCC Director was interviewed and quoted extensively in an article about police oversight by the San Francisco Examiner.
- Mediation Coordinator Salazar traveled to Los Angeles and met with key LAPD personnel regarding the implementation of their mediation program.
- OCC hosted the officer-in-charge of LAPD's Mediation Program for three days to enable him to obtain a working understanding of the nuts and bolts of OCC's Mediation Program.
- Compiled and presented quarterly and annual reports to the Police Commission, the Board of Supervisors and the public.
- Reported OCC outreach activities to the Police Commission during its weekly public meetings.

OCC's Mediation Program

Throughout 2014 OCC's Mediation Coordinator, attorney Donna Salazar, diligently recruited volunteer mediators, organize trainings, and conducted outreach to both the police department and the public about the OCC's mediation program. As a result of these efforts, the OCC mediated 50 cases in 2014. The mediation program has also resulted in increased outreach activities to a broader audience.

Below are highlights of the OCC mediation program's accomplishments in 2014:

- The Mediation Coordinator conducted orientations for seventeen new mediators, thereby increasing the pool of volunteer mediators.
- The Mediation Coordinator attended mediation training at University of California Berkeley Extension and Hastings College of the Law and made presentations regarding OCC's mediation program to recruit new mediators.
- After the Los Angeles Police Department consulted with the Mediation Coordinator for several years, they invited her to travel to Los Angeles where she met with key personnel and gave a presentation to mediators and staff members.

- Subsequent to the Los Angeles Police Department visit, the Sergeant in charge came to San Francisco where he met with mediators, OCC staff and members of the SFPD.
- The Mediation Coordinator worked in close collaboration with the San Francisco Police Officer's Association to educate officers about mediation.
- The Mediation Coordinator spoke with numerous other oversight organizations regarding implementing mediation programs, including Los Angeles Police Department, Los Angeles Sheriff's Department, the New Orleans Police Department, the Albuquerque City Attorney's Office, and the St. Louis Community Mediation Center.

Evaluation of Outreach Activities

The OCC has consistently monitored and evaluated its outreach activities since 2011. The evaluations submitted in 2014 were overwhelmingly positive. All of the recipients of OCC presentations and activities indicated that OCC met expectations and the presenters were knowledgeable and written materials were substantive.

OCC's Website

Since 2008, the OCC has significantly improved its website. The website continues to serve as a vital outreach tool through its direct access to:

- The calendar of OCC's public outreach activities
- The OCC's annual and quarterly reports to the Police Commission;
- OCC's informational brochures in English, Cantonese, Spanish, Russian, Tagalog, Vietnamese and Arabic and OCC's mediation brochure in the top five targeted languages;
- Police Commission hearing notices,
- A list of over forty locations throughout San Francisco where OCC complaint forms can be obtained.

In addition to the daily administration, support, maintenance and troubleshooting of the OCC's database, the OCC's Information Systems Business Analyst, Chris Wisniewski, oversaw the development and public release of OCC's Online Complaint Filing system. Under this new system, those with computer access can file a complaint on the OCC website. Mr. Wisniewski also set up a basic and multilingual organizational presence on Facebook.

The OCC website also now includes two officer training videos on language assistance and children of arrested parents that the OCC developed in partnership with SFPD and several community organizations.

<https://sfgov.org/occ/news-release/occ-sfpd-community-create-training-videos-watch>

The OCC website also includes our agency's outreach events.
<https://sfgov.org/occ/public-notice-meetings>

2015 OUTREACH GOALS

The OCC's outreach goals for 2015 focus on its mission of providing the public information about the OCC's services, listening to community members about their policing concerns, and enhancing its community partnerships to more efficiently reach larger audiences. The OCC will continue to fulfill its outreach mission by relying, in part, upon staff presentations to community groups, widely distributing OCC's informational materials in multiple languages, and attending community events involving policing issues.

Throughout 2015, the OCC intends to maintain a robust schedule of outreach activities similar to previous years. The OCC plans to attend Operation Homeless Connect events, SFPD District Station community meetings, and various mediation trainings. The OCC will attend the Back to School Events held in the Bayview and Western Addition neighborhoods. Through its current policy work on language access, juvenile policing, domestic violence, and children of arrested parents, the OCC will continue to expand its outreach activities. These policy priorities provide the OCC opportunities to increase its visibility among communities typically isolated from police services or frequently in contact with police officers. The OCC will continue to log all of its outreach efforts and continue to distribute its written materials and complaint forms to the numerous agencies, community centers, libraries and organizations throughout the city. The OCC will also continue posting quarterly and annual reports on its website and taking advantage of media opportunities to inform the public about the agency's services and police oversight issues.

Lastly, Director Hicks plans to lead a delegation of OCC staff members to the NACOLE annual conference in Riverside. The Mediation Coordinator will also attend the Association for Conflict Resolution National Convention in Reno, Nevada.

CONCLUSION

The OCC is committed to continuing its ambitious outreach strategy it originally set forth in 2008. The OCC will continue to maximize its resources by building upon partnerships with its stakeholders including nongovernmental organizations, advocacy groups, non-profit organizations, community groups, the Police Department, other city and county agencies, departments, boards, commissions and offices, and others. The OCC's external focus will also include national and international organizations involved in policing, civilian oversight of police and law enforcement policies. Through its outreach efforts, the OCC has and will continue, not only to strengthen its community ties and visibility, but also to enhance its commitment to excellence.