

THE OFFICE OF CITIZEN COMPLAINTS

2013 Community Outreach Strategic Plan and Report on Outreach Activities

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Executive Summary

In 2008, the OCC developed an annual Community Outreach Strategic Plan which seeks to improve public and police understanding of OCC's services, goals and accomplishments. The purpose of this report is to set forth the OCC's outreach goals for 2013 and to summarize the OCC's progress in carrying out its strategic plan in 2011 and 2012. Throughout 2011 and 2012, the Office of Citizen Complaints (OCC) made presentations about the OCC'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 two years, 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 police response to mentally ill individuals in crisis. Working in partnership with organizations such as the Domestic Violence Consortium, the Mental Health Association, the Huckleberry Community Assessment and Referral Center, and Asian Pacific Islander Legal Outreach—to name a few—and the Police Department, the OCC played an active role in facilitating solutions to a variety of community policing issues.

OCC staff gave presentations about its services and principles of civilian oversight to a variety of audiences throughout 2011 and 2012. OCC staff made presentations to the San Francisco Youth Commission, the San Francisco Commission on the Status of Women, the San Francisco chapter of the National Alliance on Mental Illness (NAMI), the African American Health Disparity Project, the Bernal Heights Youth Summit and the Instituto Familiar de la Raza, to name a few. The OCC met with staff of San Francisco B'Magic representing youth in the Bayview/Hunters Point areas, as well as the National Council on Crime and Delinquency. As a participant in San Francisco's annual Youth Advocacy day, the OCC discussed constitutional policing with high school students and provided them the "Know Your Rights for Youth in San Francisco" brochure. The OCC also addressed audiences at the University of California, Berkeley Law School (Boalt Hall), the University of San Francisco, the San Francisco City Academy, and San Francisco City College.

In recognition of its contribution to the greater San Francisco community, in 2012 the OCC's mediation program received the Community Boards Peacekeeping Award for Excellence in ADR Practices. In addition, California State Senator Mark Leno and the San Francisco Board of Supervisors gave the OCC Mediation Program Certificates of Honor. In September 2012, the OCC Mediation Coordinator and long time OCC Mediator Thomas Klitgaard participated in a Salute to Bay Area Volunteer Mediators at AT&T Park. Sponsored by Alternative Dispute Resolution of Northern California, the San Francisco Police Officers Association, and the San Francisco Giants, this event

featured a ceremony at home plate honoring representatives of various Bay Area mediation organizations, including the OCC.

As a unique police oversight model, the OCC regularly attracts the interest of national, international, and academic communities. During 2011 and 2012 the OCC hosted representatives from other civilian oversight agencies such as the San Diego Citizen Police Review Board, the Austin, Texas Office of the Police Monitor, and the newly formed Bay Area Rapid Transit's Office of the Police Auditor.

In addition to hosting members from other American civilian oversight agencies, the OCC met with international representatives. The OCC addressed a delegation of justices from Morocco's Supreme Court, the Court of Cassation, who were visiting the United States through the State Department's International Visitor Leadership program. OCC staff discussed its investigative role, policy work, and mediation program. The Moroccan delegation posed many questions about civilian oversight of law enforcement and was pleased to receive the Arabic version of OCC's informational brochure.

The OCC also hosted representatives from the Trinidad and Tobago Police Complaint Authorities (PCA), a civilian agency authorized to receive and investigate complaints of misconduct concerning the Trinidad and Tobago Police Service. The Caribbean delegation provided the OCC a unique opportunity to discuss policing and civilian oversight of law enforcement from an international perspective.

Another key component of the OCC's outreach activities involved attending community events during 2011 and 2012. The OCC staffed tables at the Southeast Summer Family Resource Fair, the Bayview/Hunters Point's Back to School Celebration, Western Addition's Back to School Celebration, the Department of Children, Youth and Family's Summer Resource Fair, the Sheriff's Department Resource Fair, the Senior Action Network Convention, the Tenderloin Health and Resource Fair, the Juneteenth Street Fair, Bay Area National Night Out observances in the Northern, Bayview and Tenderloin Districts, the Chinatown Resource Fair, and Western Addition's Black Family Day. The OCC also participated in quarterly Operation Homeless Connect and the Veterans Connect day-long events in which government agencies, nonprofits, and the private sector provide health and human services to homeless San Franciscans. These events were well attended by community members and enabled OCC staff to provide information and answer questions about its services.

During 2011 and 2012, the OCC had several media opportunities to discuss civilian oversight issues and the OCC's services. In April 2012, OCC Executive Director Joyce M. Hicks was interviewed as part of Criminal Justice Conversations Podcast by David Onek, Senior Fellow at the Berkeley Center for Criminal Justice. In 2011

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The Criminal Justice Podcast with David Onek, The Criminal Justice Conversations Podcast with David Onek, Episode #32: Joyce Hicks, Executive Director, San Francisco Office of Citizen Complaints http://www.law.berkeley.edu/13292.htm

Director Hicks provided interviews to the Oakland Tribune and KGO News. The OCC's work with mental health organizations and SFPD to implement a Crisis Intervention Team (CIT) approach to mental health crisis calls was featured in San Francisco NAMI's fall 2012 "Out of the Fog" newsletter.

In 2011 and 2012, the annual training conferences conducted by the National Association for Civilian Oversight of Law Enforcement (NACOLE) featured presentations by several OCC staff. In 2012, Director Hicks joined the NACOLE Board of Directors. She gave a presentation on the OCC's mediation program at NACOLE's 2011 national conference in New Orleans, Louisiana. OCC Investigator Jayson Wechter, also a NACOLE Board member, presented a workshop on statistical analysis of complaints at NACOLE's 2011 conference. Chief Attorney Inés Vargas Frankel, Policy Attorney Samara Marion, and Investigator Wechter were panelists during NACOLE's 2012 national conference in San Diego, California. These panels enabled the OCC to showcase its well-established investigative practices and innovative policy work.

Although a small city department, 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 2011 and 2012.

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

GOALS	TARGET AUDIENCE	STRATEGIES
 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. 	 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 	 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
 competent communication resources and tools. Continue to evaluate the effectiveness of its outreach 	Organizations representing San Francisco police officers • Local schools & universities	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
	involved in policing, civilian oversight and policy	

OCC's Role in the San Francisco Community

The Office of Citizen Complaints (OCC) is a San Francisco city department that receives and investigates complaints of police misconduct. As described in the City Charter, the department'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 works under the supervision of 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 of whom have 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 OCC 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 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.²

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 one of the smaller city departments, 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

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² Samuel Walker, http://samuelwalker.net/issues/citizen-oversight-of-the-police.

services, the OCC's outreach efforts include gathering information from stakeholders about the policing issues that are of concern in their communities. This information is vital in shaping the OCC'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 2012 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 organizations including, the Commission on the Status of Women, the Youth Justice Committee of the San Francisco Youth Commission, the Alliance for a Better District 6, the San Francisco Chapter of the National Alliance on Mental Illness (NAMI) and the Domestic Violence Consortium.
- Participated in the City's Youth Advocacy Day by discussing constitutional policing with groups of high school students and distributing the multi-lingual "Know Your Rights for Youth in San Francisco" brochure.
- Attended and provided OCC materials to the public at the Family Summer Resource Fair (Department of Children, Youth and Families), the SFPD Youth Resources Fair in the Western Addition, the Tenderloin Resource Fair, the Oceanside/Merced/Ingleside United Festival, Bayview's Back-to-School event, Western Addition's Back-to-School event, and the "Language Matters" conference (Department on Civic Engagement and Immigration Affairs.)
- Participated in the Human Rights Commission's roundtable discussion on the use of condoms as evidence in prosecuting prostitution-related cases.
- The OCC's Mediation Program received an award for excellence in alternative dispute resolution practices at the Community Boards' Annual Peacemaker Awards Benefit.
- The OCC's Mediation Program received a Certificate of Honor from the San Francisco Board of Supervisors.
- The OCC's Mediation Program received a Certificate of Honor from State Senator Mark Leno.
- The OCC's Mediation Program and its volunteer mediators were honored during the San Francisco Giants' salute to Bay Area volunteer mediators at its September 22, 2012 game.
- Attended and provided OCC materials at the annual Alternative Dispute Resolution of Northern California Conference and also at the Peninsula Conflict Resolution annual luncheon.
- Made presentations about the OCC's mediation program to students completing the Community Boards' mediation training.

- Met with a delegation of justices from the highest court of Morocco sponsored by the United States Department of State³
- Joined representatives from several juvenile justice advocacy organizations, SFPD and Supervisor David Campos to discuss training on police interactions with youth.
- Participated as panelists at the National Association for Civilian Oversight of Law Enforcement's (NACOLE) 2012 training conference in San Diego, California.
- Director Hicks was elected to the NACOLE Board of Directors in September 2012 and also served as a mentor to a NACOLE member who is employed as a policy analyst.
- Staffed tables in the Northern and Bayview District's National Night Out and attended activities National Night Out activities in other four districts.
- 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.
- Completed the Arabic translation of the OCC's informational brochure with assistance from Arab Cultural and Community Center staff. The Arabic translation of the OCC's informational brochure is now available on the OCC's website and distributed quarterly along with the multi-lingual OCC informational, mediation, and Know Your Rights for Youth in San Francisco brochures distributed in hard-copy to a variety of community organizations and city agencies.
- Attended four Operation Homeless Connect events and the Veteran Connect where OCC offered information about OCC's services.
- Regularly distributed the OCC's two informational brochures, complaint forms, and "Know Your Rights for Youth in San Francisco" hand-out 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, the Transgender Law Center, 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.
- Attended Police Commission community meetings held at district police station meetings including the Park, Bayview, Taraval, Tenderloin, Ingleside, Richmond, Central

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³ Moroccan High Court Judges Visit San Francisco, *SF Appeal Online Newspaper* http://sfappeal.com/news/2012/04/moroccan-high-court-judges-visit-sf.php

- 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 2011 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 UC Berkeley Law School Women of Color Collective, the University of San Francisco Law School Street Law Program, the City College Juvenile Procedure Class, the San Francisco City Academy, Instituto Familiar de la Raza, the San Francisco Police Department Academy Police Activity League Cadets, and the Senior Action Network.
- 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, the Chinatown Resource Fair, the Sheriff's Resource Fair, the Juneteenth Street Fair, Black Family Day, the Asian Heritage Street Fair, and the Tenderloin Resource Fair.
- Attended and provided OCC materials at the Alternative Dispute Resolution of Northern California Conference.
- Met with representatives from the San Diego Citizen Review Board, the Domestic Violence Consortium, the Austin Texas Officer of the Police Monitor, the National Council on Crime and Delinquency, the Bay Area Rapid Transit's Independent Police Monitor, B'Magic representing youth in the Bayview/Hunters Point areas, as well as the Trinidad and Tobago Police Complaint Authority.
- Participated as panelists at the National Association for Civilian Oversight of Law Enforcement's (NACOLE) 2011 training conference in New Orleans, Louisiana.
- Staffed tables in the Northern and Bayview District's National Night Out.
- Visited National Night Out activities in four other districts.
- 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 four Operation Homeless Connect events and the Veteran Connect where OCC offered information about OCC's services.
- Partnered with Community Boards and the ACCESS Center (legal self-help) to coordinate staffing and materials at public events.
- Attended Police Commission community meetings held in the Mission, Northern, Ingleside and Richmond districts.

- Developed and distributed a public service announcement to numerous publications and media outlets. The announcement was published on the KCBS website.
- 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, the Transgender Law Center, 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.
- In 2011, OCC Director was interviewed by the Oakland Tribune and KGO News.
- 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.
- Director Hicks also represented the OCC at numerous events including the swearing in of Board of Equalization Commissioner Betty Lee, the United Nations Association, the UC Berkeley Law School Justice Thelton Henderson Center, the Orrick Law Firm, and the Harvard Club of San Francisco

OCC's Mediation Program

Throughout 2011 and 2012, the OCC's Mediation Coordinator, attorney Donna Salazar, diligently recruited volunteer mediators, organized 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 61 cases in 2011 and 62 cases in 2012. The mediation program has also resulted in increased outreach activities to a broader audience.

Below are highlights of the OCC mediation program's accomplishments from the last two years:

• In June 2012, the OCC Mediation Program was given the Community Boards Peacekeeping Award for Excellence in Alternative Dispute Practices. Police Commission President Thomas Mazzucco and OCC's Mediation Coordinator Salazar accepted the award for the OCC at the annual award ceremony.

- The OCC Mediation Program received a Certificate of Honor from the San Francisco Board of Supervisors.
- The OCC Mediation Program received a Certificate of Honor from California State Senator Mark Leno.
- In September 2012, the Mediation Coordinator and long time OCC Mediator Thomas Klitgaard participated in a Salute to Bay Area Volunteer Mediators at AT&T Park. The event was sponsored by Alternative Dispute Resolution of Northern California, the San Francisco Police Officers Association, and the San Francisco Giants and featured a ceremony at home plate honoring representatives of various Bay Area mediation organizations.
- The Mediation Coordinator conducted orientations for twelve new mediators, thereby increasing the pool of volunteer mediators.
- The Mediation Coordinator attended four Community Boards trainings and made a presentation regarding OCC's mediation program to recruit new mediators.
- 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 the Kansas City Office of Community Complaints, the Sarasota Florida Independent Police Advisory Panel, and the Austin Texas Police Monitor.

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:

- Commonly asked questions and answers about the OCC for civilians and officers
- The OCC's calendar of public outreach activities;
- The OCC's annual and quarterly reports to the Police Commission;
- The OCC's Community Outreach Strategic Plan
- 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; and
- A list of over forty locations throughout San Francisco where OCC complaint forms can be obtained.

For several years technological improvements such as on-line filing of complaints and more effective translation of its website have been delayed because of limited staff and budgetary resources. Recently the OCC has begun development of an on-line complaint filing system that will be launched by the end of the second quarter 2013.

2013 OUTREACH GOALS

The OCC's outreach goals for 2013 focus on its mission of providing the public information about the OCC's services, hearing community members' 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, on staff presentations to community groups, widely distributing OCC's informational materials in multiple languages, and attending community events involving policing issues.

Throughout 2013, the OCC will maintain a robust schedule of outreach activities similar to previous years. The OCC will attend Operation Homeless Connect events, the Senior Action Network annual conference, the Conference of Alternative Dispute Resolution of Northern California, San Francisco Police Commission District Station community meetings, the Community Boards' mediation training and the NACOLE training conference. The OCC will attend the Back to School Events held in the Bayview and Western Addition neighborhoods and National Night Out events throughout the community. Through its current policy work on language access, juvenile policing, domestic violence and mental illness, 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 this report and quarterly and annual reports on its website and taking advantage of media opportunities to inform the public about the OCC's services and police oversight issues.

CONCLUSION

The OCC is committed to continuing its ambitious outreach strategy it originally created in 2008. The OCC will continue to maximize its resources by building upon strategic alliances 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.