

Community Policing Department General Order (DGO) 1.08



CITY & COUNTY OF SAN FRANCISCO

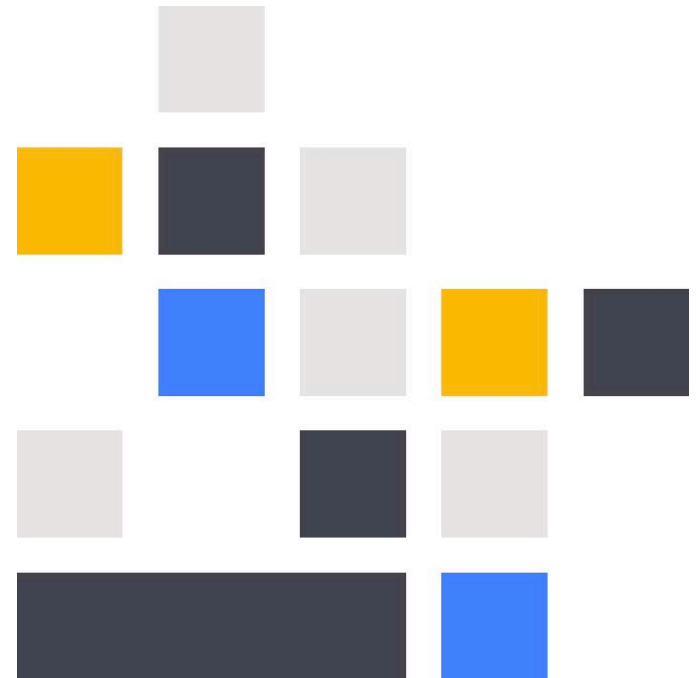
Police Department

DGO 1.08- Roadmap



Community Policing Strategic Plan

- Developed in response to the 2016 United States Department of Justice (DOJ) Collaborative Reform Initiative (CRI)
- Recommended a strategic plan that identifies goals, objectives, and measurable outcomes related to community policing for all units ([DOJ Rec: 40.1](#))



Executive Sponsor Working Group (ESWG)

SFPD and Community Stakeholders

Community Stakeholders:

- Department of Police Accountability (DPA)
- Police Commission
- Mission Local
- Glide Memorial
- Justice for Mario Woods Coalition
- Healing Circle
- Tenderloin People Congress
- University of San Francisco (USF)
- University of California San Francisco (UCSF)
- Street Violence Intervention Program (SVIP)
- Homeless Advocate Project /JDC
- Tetra Teck DPK
- Hayes Valley Association
- Union Square BID
- SF Board of Supervisors
- SFPD Chaplain's assistant
- CCDC Community Advocate
- Brother's Against Guns
- Justice4Luis
- San Francisco Unified School District (SFUSD)
- District Station Community Police Advisory Boards (CPAB's)
- Public Defender's Office
- District Attorney's Office
- Neighborhood interest groups
- Community organizations
- Advocacy groups
- City agencies
- SF Bar Association
- Delta Sigma Theta Sorority
- First AME Zion Church
- First Republic Bank Director
- DCFY/Inner City Youth
- YCD

Community Policing Strategic Plan

Plan reflects outreach to over 500 representatives of organizations across the city and more than 100 sworn members of all ranks and assignments, 50 City employees and agencies that work with the Mayor's office on violence prevention, with 2,000 hours of research and analysis.

- Occurred between Fall 2017 and Spring 2018 during the ESWG meetings
- Led by Julia Salinas, San Francisco City's Controller's Office Project Team
 - Designed the planning process
 - Facilitated planning meetings
 - Conducted research and analysis
 - Summarized each phase of the planning process into components of the Community Policing Strategic Plan

- ESWG (SFPD and Community members) –conducted and reviewed national community policing best practice research, President’s Task Force on 21st Century Policing, Tenants of Procedural Justice
- Obtained feedback through surveying SFPD members and community-based organizations

“It was truly a collaborative effort, with approximately 100 community and SFPD members attending and contributing to at least one of fifteen meetings held over a year of development.”

Deputy Chief David Lazar



15 meetings held from May 2017-May 2018

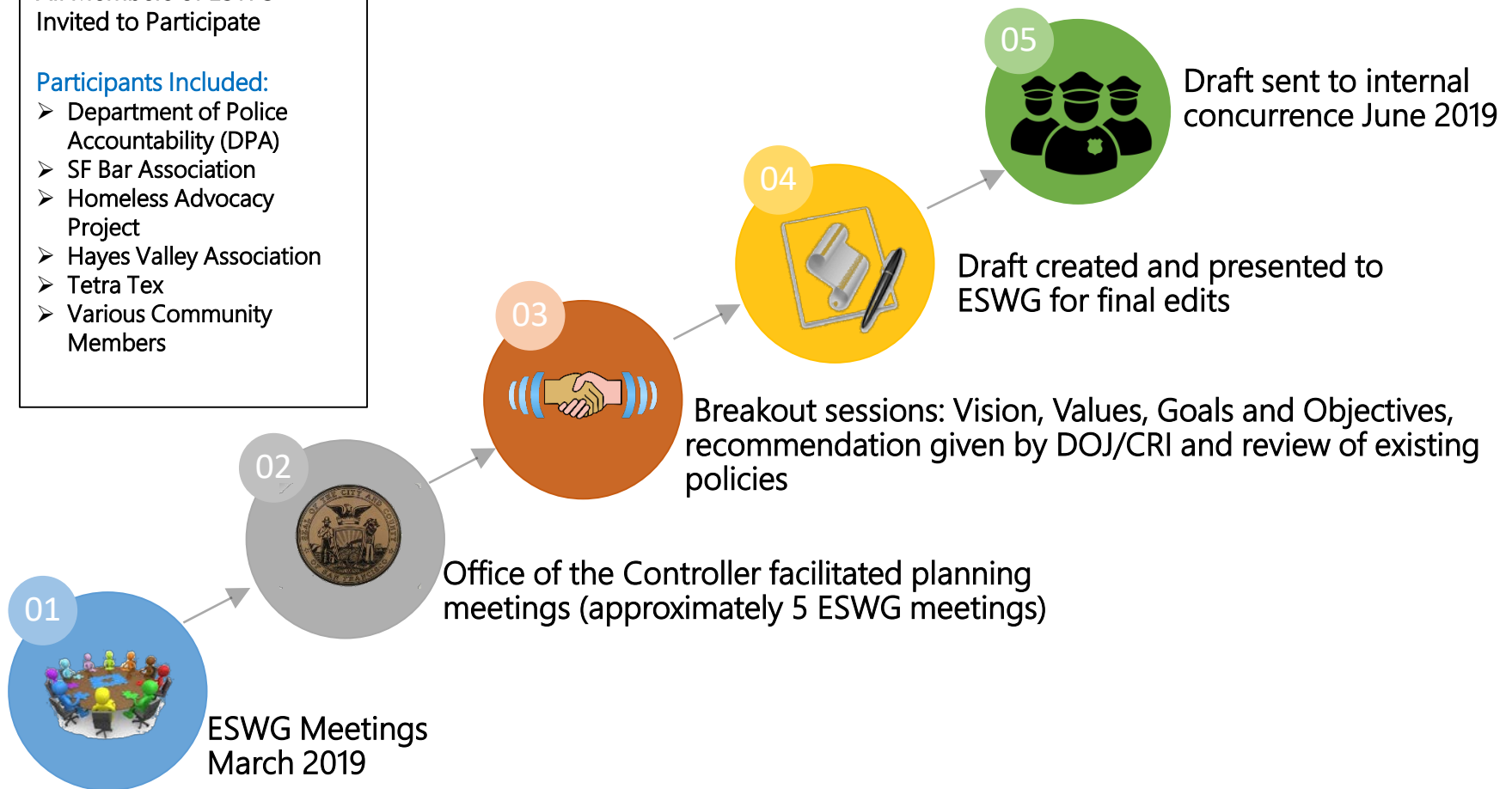


Department General Order 1.08 Community Policing and Problem Solving

All Members of ESWG
Invited to Participate

Participants Included:

- Department of Police Accountability (DPA)
- SF Bar Association
- Homeless Advocacy Project
- Hayes Valley Association
- Tetra Tex
- Various Community Members



Vision and Values Statement

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, which encompasses the tents of procedural justice and 21st Century Policing, and in doing so strive to earn the community's trust, support, and confidence:

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



Goals

The 5 goal areas identified and defined below are supported by 21 objectives

1. Communication

Open, honest, and compassionate dialogue between the SFPD and San Francisco community.

2. Education

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

3. Problem-solving

Collaborative working partnership between SFPD, community members, and organizations to identify and address local topics of concern.

4. Relationship-building

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

5. SFPD Organization

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

Community Policing

(DOJ Recs: 40.3, 40.4, 42.1, 43.4)

A mindset through which Officers build collaborative, transparent, trusting relationships with the communities they serve through partnerships and problem solving. It is built upon the philosophy of embodying a guardian mindset, which officers feel like and are seen as part of the community, rather than separate from it.

- Captains will provide officers with the time and resources to participate in community policing and community engagement events and activities
- District Captains shall be provided the authority to serve the diverse populations
- District Captains shall, when practicable, include foot and bicycle patrol as part of their community policing strategy to build community partnerships
- District Captains shall continue to evaluate effectiveness of deployment strategies

Community Engagement

(DOJ Recs: 40.3, 40.4, 42.1, 43.4)

Reflects a community policing mindset through actions in which Department members seek to build trust and relationships with community members, such as through positive one-on-one interactions while on patrol, Department sponsored programs, or participation in community events and discussions. Community engagement upholds the language and spirit of the Department's community policing Vision and Values statement.

- All Department members are expected to seek out and engage in positive interactions with community members
- District Captains will support community policing programs and problem solving efforts
- Community engagement events should be geared towards building community trust and relationships
- Promote a broaden and deeper dialogue with community groups, community leaders, activist groups and community members



Role of the Community Engagement Division (CED)

(DOJ Rec: 44.3, 47.3)

- CED Commander is responsible for promoting and auditing Community Oriented Policing and Problem Solving concepts and efforts throughout the entire Department
- CED will be staffed within the Field Operations Bureau
- CED will provide an overall framework to enhance community relationships and provide support for the entire Department to accomplish community oriented policing and problem solving goals and objectives
- CED members should reflect the diversity of the community it serves
- CED will work in partnership with the Department's Media Relations Unit (MRU) in order to provide information to the community
- CED will work in partnership with MRU to produce and distribute to all members videos from the Chief, which highlights community policing values, topics and officers who exemplify community policing values and behaviors

Community Liaison Officer Program

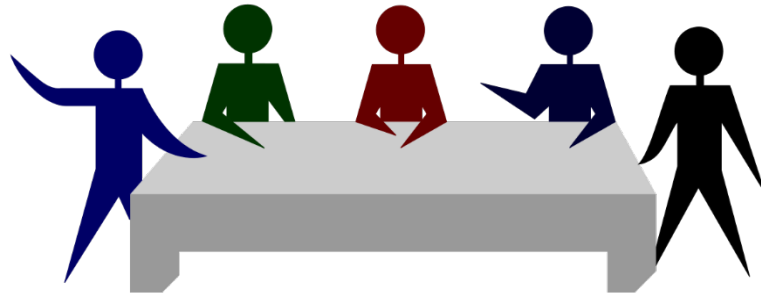
- Serves as a liaison between the Community Engagement Division, District Station Captains, and the Community
- Responsible for implementing community engagement/policing strategies and events

Community Police Advisory Boards (CPABs)

- Serves as a liaison between the District Captains and the District's community
- Provide a venue for consultation, collaborative problem-solving and community events and activities

Chief's Community Police Advisory Forums (CCPAF) [\(DOJ Recs: 48.1, 48.2\)](#)

- Serves as a liaison between the Chief of Police and the community
- Meets on a monthly or quarterly basis to provide a venue for consultation, collaborative problem-solving and community engagement events and activities



District Station Newsletter (DOJ Recs: 42.4, 54.2)

- District Captains shall publish a weekly newsletter
- To engage and inform the community on District Captain's messages, community engagement events, crime maps, crime comparisons/analysis, notable arrest, relevant press release, case law updates, advertisement for police community programs, community feedback, etc.

Town Hall Meetings-Officer Involved Shooting

- CED, Investigation, and District Station coordinate efforts for convening of Town Hall Meetings
- Held within 10 days of an Officer Involved shooting
- Transparency: Release of Body Worn Camera(BWC) video, provide basic facts of the case, explanation of investigative process, and listening to the community members
- Community Engagement Division will serve as liaison between Department and the family of deceased or injured subject

Annual Community Policing Plans

DOJ Rec #45.1 The SFPD Should expand community Policing programs throughout the entire agency and ensure each unit has a written strategic plan embracing community policing and measurable goals and progress, regardless of the unit's specialty.

- Each District Station produces an annual written community policing strategy for their unit
- The strategy is informed by contemporary community policing strategies outlined in the Department's Community Policing Strategic plan
- Plans contain measurable goals in order to identify progress towards meeting goals
- Expands and unifies community policing throughout the entire department
- Each plan has a social media, surveying and data collecting strategy
- Community feedback to evaluate community policing efforts for review, improvement and to incorporate into crime and community policing strategies

DOC Rec # 44.4 SFPD should engage and support all units by facilitating quarterly meetings among supervisors and managers to discuss cross-organizational goals and community policing plans and outcomes

DOJ Rec # 42.2 The SFPD should create and overall structure to manage the department's approach to community policing driven by a committee of senior leaders and district captains.

DOJ Rec# 46.2 SFPD should regularly assess existing community engagement programs to ensure effectiveness a framework predicated upon sound measurement practices. Assessment should include input from participants and trusted community partners.

Community Policing Review Committees

Senior Leaders and Captains

- Deputy Chief of FOB
- Commander of CED
- District Captains (Metro, Golden Gate, & CED)
- Training Division (FTO & CPT)
- Community Liaison Officers

Duties and Responsibilities

- Evaluating current engagement strategies for effectiveness
- Incorporating community feedback into crime and community policing strategies
- Cross organizational goals, best practices research
- Auditing to ensure CP goals and outcomes are met.

Community Representatives

- Department of Police Accountability (DPA)
- SF Safe
- Department of Public Health (DPH)
- City Controller's Office
- Community Police Advisory Board (CPAB) representative
- Community Stakeholders

Community Engagement Tracking and Data Collection

(DOJ Recs: 41.1, 44.4, 46.2, 46.3)

Community Engagement Tracking and Data Collection

- District Captains shall digitally track all community engagement activities
- Collect data which includes feedback from the community
- Data results included in annual report on community policing
- Provide periodic community surveys and results posted on Department's webpage

Internal Tracking of Community Engagement Events

- Shared calendar of events externally to community and internally to Department members

Community Oriented Policing and Problem Solving

- Utilize standardized method and strategy when addressing community issues and /or problems

Community Policing Metrics

- CED shall utilize the Community Policing performance objectives (outlined in the Community Policing Strategic Plan)
- CED will share performance results across the Department on an annual basis
- Community Policing goals and performance will be re-evaluated on a continual basis for review and improvement
- Amendments will be incorporate into the overall Community Policing Strategic Plan, Department General Order (DGO 1.08) and Department Manual 2-Community Policing and Problem Solving

Performance Evaluations

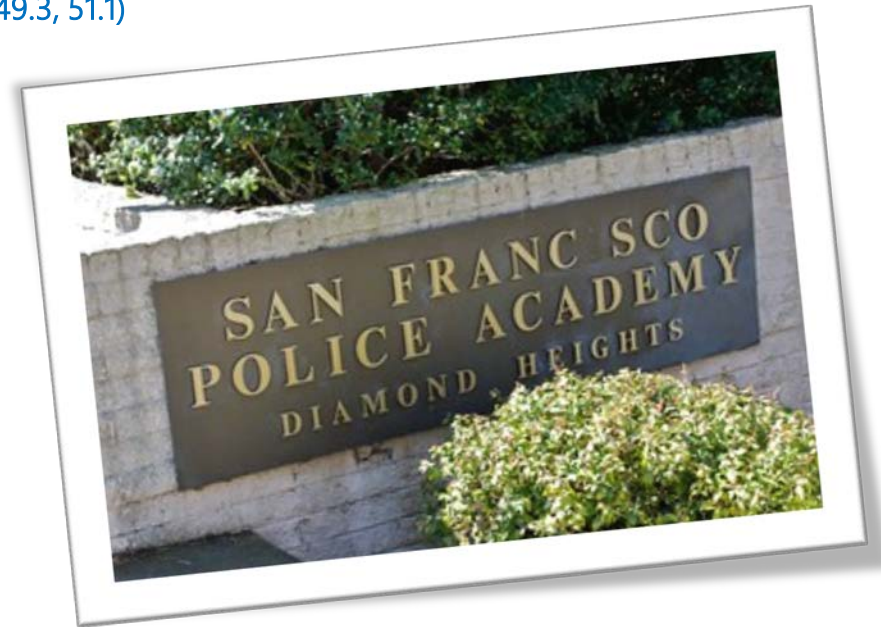
(DOJ Recs: 52.1, 52.2, 53.1)

- Officers are evaluated on community policing efforts, community engagement goals, positive-community interaction, and problem resolution
- Officers are awarded through standard awards practices for outstanding accomplishments in community policing, engagement and formalized problem solving



Community Policing Training (DOJ Recs: 49.2, 49.2, 49.3, 51.1)

- CED will remain abreast of national community policing and best practices
- Work closely with the Training Division to ensure that the training curriculum is consistent with such practices
- Ongoing review of national best practices and update training curriculum
- All Department members shall attend Community Policing training every two years
- Field Training Officers are required to deliver community policing training to recruits during Field Training



Maintaining Knowledge of Community Policing Best Practices (DOJ Recs: 50.1, 50.2)

- Members shall read and maintain a working knowledge of the Final Report of the President's Task Force on 21st Century Policing.
- Sergeants, Lieutenants will continue the conversation through roll-call training and community meetings

What Does This Look Like for The Department and Community?

- Community Policing Strategic Plan to guide Departments Community Policing Efforts.
- 21st Century Policing concepts and Tenants of Procedural Justice adopted and implemented into all aspects of training.
- District Captains provide time and resources to Officers for Community Policing and Problem Solving efforts.
- Every Department is required to produce an annual community policing strategy for their unit.
- Community Policing effort are coordinated and discussed at Captains monthly meetings and CSAM meetings.
- Community Liaison Officers that serve as a liaison between the District Captains and the community.
- Standardized newsletters for all District station for dissemination of information to the public.
- Coordination of Town Hall Meetings within 10 days of all Officer Involved Shooting.
- Community Survey Page added to the SFPD website.

Thank you.
Any questions?



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