

# General Order

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## Community Policing

### 1.08.01 ~~VISION AND VALUES~~ PURPOSE

This General Order establishes the framework for community policing efforts and outlines the Department's commitment to fostering trust, promoting public safety, and addressing a safe, healthy, and vibrant community. Our spirit and work is guided by a \*guardian mindset philosophy and we recognize that our role as protectors is rooted in empathy, understanding, and mutual respect. We partner and engage with community ~~issues~~ collaboratively with residents, merchants members and organizations. to collaboratively identify and problem solve local challenges and increase safety for residents, merchants, visitors, and officers. This policy guides all Department employees in their day-to-day community engagement, problem-solving practices, and accountability. All members of the Department shall embody the following values in all their work, which encompasses the tenets of procedural justice consisting of: voice, neutrality, respectful treatment, trustworthiness, and 21<sup>st</sup> Century Policing.

*\*Guardian—defender, protector, or keeper—one who advocates for another. Community members are more willing to cooperate with officers they already know and trust. If Officers view themselves as guardians and have built relationships in the community, they will naturally be more respectful and considerate, promoting safety with respect.*

#### 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.

## 1.08.02 DEFINITIONS

~~Community Policing~~ is 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, where officers feel like and are seen as a part of the community, rather than separate from it.

- **Community Engagement** – ~~Actions taken by~~ reflects a community policing mindset through actions in which Department members **employees** seek to build trust and relationships with community members, such as through positive one-on-one interactions while on patrol, Department sponsored programs, or **including** participation in community events, and discussions **collaborative problem-solving, and initiatives coordinated by the Community Liaison Unit (CLU).** Community engagement upholds the language and spirit of the Department's community policing Vision and Values statement.
- **Community Policing** – A philosophy where sworn members build collaborative, transparent, and trusting relationships with the communities they serve, aligned with the 'guardian' mindset. This includes integrating strategic goals from the Department's Community Policing Strategic Plan and annual reports.

~~Problem-Oriented Policing and Problem Solving~~ is a community policing strategy that seeks to identify and address the underlying conditions that contribute to public safety problems in our communities. Problem Solving involves a systematic “long view” approach to solving and/or significantly reducing community problems. Typically, a problem is defined by two or more related and ongoing crimes, community concerns, or disorder that the police are expected to handle. Department members are encouraged to utilize formalized problem solving methods in partnership with the community in an effort to identify and solve problems. Department Manual 2 (Community Policing) provides the structure and process for the application of Problem Solving for community problems.

## 1.08.03 COMMUNITY POLICING STRATEGIC PLAN **POLICY**

- A.** The Department embraces a community policing philosophy that promotes proactive engagement and problem-solving in collaboration with the community, ~~has identified goals and objectives in the development of a Community Policing Strategic Plan. As members of the Department, we embrace the below goals to build a strong relationship with all people in all communities in which we serve.~~ For the purposes of this DGO, “member” means a sworn member and “employee” means sworn and non-sworn members of the Department.

All **members** ~~department employees are expected to~~ shall ensure their work in community policing, community engagement and problem solving support the following goals and objectives:

1. Engage in meaningful interactions with community members to foster trust and partnerships.

#### **Goal 1: Communication**

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

- ~~a. Create a diverse set of communication channels between the Department and the community where we share and receive information and feedback across a range of communication channels.~~
- ~~b. Respond to requests for service and information in a timely and transparent manner.~~
- ~~c. Solicit conversation, input, and collaboration from a culturally diverse demographic.~~
- ~~d. Transparently communicate, publicize, and educate the community about Department goals and policies.~~

2. Promote transparency by providing clear and accurate information.

#### **Goal 2: Education**

~~The Department both trains and is trained by the communities it serves.~~

- ~~a. Teach the community to empower them to improve community safety.~~
- ~~b. Invite community members who possess neighborhood specific expertise to present at Department trainings.~~

3. Collaborate with community members, leaders, and organizations to address local issues.

#### **Goal 3: Problem Solving**

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

- ~~a. The Department shall provide members with resources and guidance to connect individuals with external resources, and members should provide information regarding those resources when a call for service is outside their scope.~~
- ~~b. Collaboratively identify and develop responses to local issues and concerns with individuals, community based organizations, and city services.~~
- ~~c. Utilize a formalized problem solving model across all district stations which is structured to address the root causes of important community challenges. (Refer to Community Policing and Problem Solving Manual – DM2)~~

4. Be accountable for their actions and ensure continuous improvement in community policing efforts.

- B. The S.A.R.A model (Scanning, Analysis, Response, and Assessment) will be used for problem-solving, and members are expected to apply it when addressing problems in the community.

#### **Goal 4: Relationship Building**

~~Strong, trusting, and respectful relationships between the Department and all facets of San Francisco community.~~

- ~~a. Increase visible officer presence and proactive, positive engagement with individuals and businesses outside of calls for service.~~
- ~~b. Provide bias free, dignified, and equal treatment to all community members. Also provide bias free access to resources to all community members. (Refer to DO 5.17)~~

**C. Employees will participate in mandatory community engagement activities as outlined in the Community Policing and Problem-Solving Manual (DM 2).**

#### **Goal 5: SFPD Organization**

~~The Department's organization and operation leads community policing efforts and demonstrates a guardian mindset.~~

- ~~a. Develop policies, priorities, and procedures that are consistent across stations and bureaus and support neighborhood specific plans.~~
- ~~b. The Department will be committed to continuous review of our community policing practices and suggest improvements as needed.~~
- ~~c. Support restorative justice goals.~~
- ~~d. Support officers with sufficient resources to meet these expectations effectively and sustainably.~~
- ~~e. Recruit members who reflect the city's diversity and know the communities they serve.~~
- ~~f. Integrate community policing values in recruitment, training, and professional development of members.~~
- ~~g. Deploy officers in a way that maintains consistency and continuity with the communities they serve.~~

### **1.08.04 POLICY PROCEDURES**

#### **COMMUNITY ORIENTED POLICING AND PROBLEM SOLVING**

**A. Community Policing – Key expectations and responsibilities of employees:**

- 1. Community Engagement – Employees actively** District Station Captains are expected to provide time and resources for officers to participate in community events **and outreach outlined in DM 2, which are tracked by the**, 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).
  - a. Station Captains will appoint at least one Community Liaison Officer (CLO), to serve as a liaison between the Captain, CED, and the community.**

- b. Station Captains will document their monthly community meetings and weekly newsletters, in addition to other engagements outlined in DM 2.

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

2. Problem-Solving – Members will utilize the S.A.R.A. model in collaboration with community members to identify community problems, analyze their causes, develop solutions, and assess outcomes. Documentation of the process is required using the Problem-Solving Intake Form (SFPD Form 509). The procedures for the form are in DM 2.
3. Surveys and Feedback – Survey results inform the annual Community Policing Plans and ongoing strategy adjustments. District Stations will review summaries of survey data during Field Operations Bureau (FOB) meetings to support district-level improvements in community engagement

#### **B. Community Engagement**

~~All members of the Department are expected to seek out and engage in positive interactions with the community whenever possible. District Station Captains will actively support community policing programs and problem solving efforts. They will provide officers with the time and resources to participate in these activities.~~

~~District Stations should host events that build strong relationships and trust between district officers and community members. These events are to be coordinated through the Community Liaison Officer and guided by community engagement best practices. District Station Captains shall implement minimum Community Engagement practices as outlined in Department Manual 2 – Community Policing and Problem Solving.~~

~~When planning and participating in these events, members shall broaden and deepen the dialogue with community groups, community leaders, and community members. An effort should be made to include individuals and groups who have been critical of Department and/or City services. Such broad engagement serves the goals of building trust, developing relationships, and working together to identify and address areas of mutual concern.~~

#### **C. The Role of the Community Engagement Division (CED)**

~~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 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.~~

~~Members assigned to the Community Engagement Division should reflect the diversity of the community it serves in order to effectively coordinate community policing efforts throughout the City.~~

~~The Community Engagement Division should partner with the Department's Media Relations Unit (MRU) in order to provide information to the community.~~

~~The Media Relations Unit (MRU) shall produce and distribute to all members a video from the Chief which highlights various community policing topics and officers who exemplify community policing values and behavior during each monthly video distribution.~~

#### **D. Community Liaison Officer Program**

~~District Station Captains shall appoint at least one Community Liaison Officer. This officer will serve as a liaison between the Community Engagement Division, the District Station Captain, and the Community. They will be responsible for planning community engagement events and for keeping the Community Engagement Division updated as to the implementation of their plan.~~

~~In addition, the Community Liaison Officer (CLO) will attend the Community Engagement Division's monthly CLO meeting.~~

#### **E. Community Police Advisory Boards (CPABs)**

~~The Department's strategy on the oversight and implementation of Community Police Advisory Boards for the ten District Station Captains rests with the Commander of the Community Engagement Division. SF Safe will serve to assist with meeting logistics as agreed upon by contract. District Station Captains shall maintain Community Police Advisory Boards (CPABs). These forums will provide a venue for consultation, collaborative problem solving, and community engagement events and activities. (Refer to Community Police Advisory Boards Department Manual 24).~~

#### **F. Chief's Community Advisory Forums**

~~The Commander of the Community Engagement Division oversees the implementation and oversight of the various Advisory Forums with the approval of the Chief of Police.~~

~~The Department shall conduct regular Community Advisory Forums meetings. The Chief of Police or their designee will facilitate a discussion with a variety of Advisory Forums either on a monthly or quarterly basis in order to provide a venue for consultation, collaborative problem solving, and community engagement events and activities.~~

~~Forums will consist of a Department Chair at the rank of Commissioned Officer, one civilian co chair, and several community members, approved by the Chief of Police. Each Community Advisory Forum will nominate a team member to document action items and issues raised which will be included in a quarterly report to the Community Engagement Division. Any pressing issues raised will be documented using the Issues Raised Form (SFPD Form 598A) and forwarded to the Community Engagement Division within 3 days of the meeting. Within 30 days, the Community Engagement Division will respond with a proposed disposition of the issue/request. Any feedback from this process that will benefit or improve a unit or division outside of the Community Engagement Division will be shared with that unit or division.~~

**G. Weekly District Station Newsletter**

~~District Station Captains shall publish a weekly newsletter (following the newsletter guidelines outlined in DM 2) with the support and resources of the Department's Media Relations Unit and Technology Division.~~

**H. Town Hall Meeting Officer Involved Shooting**

~~The Investigative Services Detail, District Station of Occurrence, and the Community Engagement Division will coordinate their efforts for the convening of a Town Hall Meeting to be held within 10 days of an Officer Involved Shooting. The meeting may include the release of Body Worn Camera (BWC) videos, provide basic facts of the case, explanations of the investigative process, and listening to community members.~~

~~The Community Engagement Division will serve as a liaison between the Department and the family of the deceased or injured subject and will contact the family as soon as practical after the incident.~~

**1.08.05 ACCOUNTABILITY**

**A. B. Community Policing Annual Plans** - By November 1<sup>st</sup> of each year, Commanding Officers of every Bureau, and District Station, as well as the Drug Market Agency Coordination Center (DMACC), are required to submit shall issue an Annual Community Policing Strategic Plan (CPP) to the Community Engagement Division (CED) by November 1<sup>st</sup> of each year.

1. 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 1<sup>st</sup> of the following year. Plans should be developed in line **should align** with the Department's overall Community Policing Strategic Plan and **include clear objectives for community outreach, problem-solving, and crime prevention.** ~~should reflect input from the community the command serves.~~



~~The plans will be submitted through the chain of command to the Community Engagement Division.~~

2. ~~Once approved,~~ plans will be posted **by CED** on the Department's website by January 1<sup>st</sup> **of each year.**
3. **District stations will track and report progress of their annual plans during monthly crime community strategy meetings (CCSM) and use feedback from community surveys to adjust strategies as needed.**

~~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.~~

## **B. Community Policing Review Committees**

### **1. Internal Review Committee**

~~During the month of January, the Commander of the Community Engagement Division shall schedule 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 shall 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.~~

### **2. External Review Committees**

~~The Commander of the Community Engagement Division is responsible for coordinating two committees consisting of the **Community Policing and Problem Solving Implementation Committee** and the **Community Policing and Problem Solving Oversight Committee.**~~

#### **a. Community Policing and Problem Solving Implementation Committee**

~~This committee will meet on a quarterly basis and will be responsible for reviewing the Department's overall efforts on Community Policing and Problem Solving.~~

~~In addition, the Committee will be responsible for:~~

1. ~~Discussing the current engagement strategies for effectiveness by reviewing evaluations from community survey feedback and discussing programming.~~
2. ~~Discussing cross organizational goals, and current community policing and problem solving plans and outcomes.~~
3. ~~Regularly assessing existing framework by remaining abreast of emerging community policing strategies and best practices employed by other law enforcement agencies.~~



~~4. Developing new ideas or strategies.~~

~~The committee will consist of both Department and community members selected by the chair of the committee in consultation with our city and community partners.~~

~~Department representatives include:~~

- ~~1. Commander of the Community Engagement Division, Chair~~
- ~~2. Two District Station Captains (one from the Metro Division and one from the Golden Gate Division).~~
- ~~3. Captain, Lieutenant and Sergeant of the Community Engagement Division.~~
- ~~4. A Community Liaison Officer Representative selected by the Department Captains.~~

~~Community representatives include:~~

- ~~5. Representatives from the Department of Police Accountability, SF Safe, Department of Public Health, and Controller's Office.~~
- ~~6. Two representatives from the Department's Community Police Advisory Board.~~
- ~~7. Other community members as selected by the Commander of the Community Engagement Division.~~

~~**b. Community Policing and Problem Solving Oversight Committee**~~

~~This committee will be responsible for overseeing community policing and problem solving strategies and will focus on:~~

- ~~1. Recognizing the District Captains engaged in best practices and utilizing them as peer trainers for other Captains.~~
- ~~2. Reviewing best practices and monitor progress and growth.~~
- ~~3. Auditing District Stations to determine if the stations are meeting outcomes, effectiveness of the electronic platform, and the problem solving efforts, following best practices in community engagement and formalized problem solving as outlined in the Community Policing and Problem Solving Manual (DM2).~~

~~The committee will consist of:~~

- ~~1. Deputy Chief of the Field Operations Bureau and Commander of the Community Engagement Division (Co Chairs).~~
- ~~2. Commanders of the Field Operations Bureau.~~
- ~~3. Captains from the Community Engagement Division, Metro and Golden Gate Divisions (Rotated quarterly).~~
- ~~4. Lieutenant of the Community Engagement Division.~~
- ~~5. A representative from the District Attorney's Office.~~
- ~~6. Representative from training division (FTO, CPT, etc.)~~
- ~~7. Community Stakeholders to serve a 1 year term as designated by the co chairs.~~

~~The Oversight Committee will be responsible for inviting District Station Captains in on a rotating basis, as an accountability measure, to determine specifically the goals, strategies and outcomes of formalized Community Oriented Policing and Problem Solving and to document best practices for later use.~~

**C. Internal Community Policing Discussions**

~~The Commander of the Community Engagement Division will facilitate a discussion with the District Station Captains assigned to the Field Operations Bureau regarding community policing efforts in the monthly Field Operations Bureau meeting in order to coordinate and align efforts, messaging, and problem solving.~~

~~District Station Captains shall provide a report on all community policing activities within their command on monthly reports routed through their chain of command to the Community Engagement Division.~~

~~During Crime Strategy meetings, Commanding Officers should report on their community policing, community engagement activities, and/or problem solving efforts.~~

- C. Community Engagement Division Annual Report – CED will publish an annual report that includes survey results and details community policing activities and outcomes by January 1<sup>st</sup> of each year, along with the CPPs.**

**1.08.05 TRAINING**

- A. Employees will attend biannual community policing training that includes community engagement and customer service techniques, problem-solving strategies, and procedural justice.**
- B. Commissioned Officers will receive additional training in managing and evaluating community policing efforts.**

**1.08.06 DATA COLLECTION AND METRICS ~~OVERSIGHT~~  
COMMITTEES**

**A. Community Engagement Tracking and Data Collection**

~~District Station Captains shall digitally track all community engagement activities via standardized electronic templates provided by the Community Engagement Division.~~

~~All Department sponsored events shall collect data, which includes feedback from the community, to help measure the effectiveness of our community policing and engagement strategies. This data will be used during i~~Internal and external review **committees will review** ~~of the Department's community policing and community engagement practices~~ **strategies and ensure objectives are being met.**

~~The results of this information should be included in the Department's Annual Report on community policing and posted on the Department webpage for public viewing.~~

In addition, whenever feasible, the Department should produce periodic community surveys and provide a mechanism for community feedback via the Department's website. Results of community surveys should be posted on the Department's webpage.

**B. Internal Tracking of Community Engagement Events**

The Department shall provide a shared calendar both externally to the community and internally to Department members which lists upcoming Department sponsored events. The internal calendar should track information related to the planning and after action of an event.

**C. Community Oriented Policing and Problem Solving**

The Department has developed a standardized method and strategy for District Station Captains to follow when addressing a community issue and/or problem. This strategy involves tracking and/or assigning issues for follow up. Adequately addressing community problems involves including the community in the response as well as utilizing proven tools such as the "S.A.R.A" (Scan Analysis Response Assess) Model to work through the problem. Refer to Department Manual 2, Community Policing, for the Department's standardized procedure.

**D. Community Policing Metrics**

The Community Engagement Division shall utilize the Community Policing performance objectives (outlined in the Community Policing Strategic Plan) as well as qualitative and quantitative success criteria from each station, unit, and detail. The Community Engagement Division will share the performance results across the Department and Community on an annual basis as in the Department's Annual Community Policing report.

The goals and performance measures related to Community Policing for all stations, units, and details will be re-evaluated on a continual basis for review and improvement. Changes and revisions will be incorporated into the overall Community Policing Strategic Plan, Department General Order 1.08 and Department Manual 2, Community Policing, as amendments to the policy.

**E. Performance Evaluations**

Department performance evaluations shall include members' efforts to meet the Department's community policing and community engagement goals, positive police-community interaction, and problem resolution.

The Department shall reward Department members through standard award practices (refer to DO 3.09 Department Awards) for outstanding accomplishments in community policing, community engagement and formalized problem solving.

**1.08.07 TRAINING**

**A. Community Policing Training**

~~The Commanding Officer of the Youth and Community Engagement Unit within CED is responsible for ensuring the Department remains abreast of national policing best practices and will work closely with the Training Division to ensure that the training curriculum is consistent with such practices and includes contemporary examples of successful practices both within the Department and nationwide. The Community Policing and Problem Solving Oversight Committee will be responsible for the ongoing review process to review national policing best practices and update the training curriculum. On an annual basis, the Community Policing and Problem Solving Oversight Committee will convene to discuss emerging community policing practices and provide a brief public report of its findings or recommendations.~~

~~All Department members (sworn and non-sworn) shall attend Community Policing training every two years. This training shall be developed by the Training Division in consultation with the Community Engagement Division and be a minimum of 2 hours in length. Training should include best practices in community policing, community engagement, customer service, and problem solving. Non-sworn Department members are also required to receive training in community policing. At the Basic Academy level, academy training will include discussions, tours, and other interactions with a range of communities and neighborhoods as part of the Academy's Community Immersion Program.~~

~~The Field Training Office of the Department's Training Division is required to direct Field Training Officers to develop and deliver training to a recruit during Field Training, which includes key community policing concepts as a way to augment and expand training provided in the Basic Academy.~~

**B. Maintaining Knowledge of Community Policing Best Practices**

~~Members of the San Francisco Police Department shall be required on annual basis to read and maintain a working knowledge of the Final Report of the President's Task Force on 21st Century Policing. The Department will provide recommendations and guidance to Sergeants, Lieutenants, and Captains to continue conversations on the Final Report through roll call, in service training, and community meetings.~~