

SAN FRANCISCO POLICE DEPARTMENT



Community Policing & Problem-Solving Manual

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INTRODUCTION

Introduction

Community Policing and Problem-Solving is the cornerstone of the operational philosophy of the San Francisco Police Department. This manual establishes the key elements of Community Policing and Problem-Solving by utilizing the Six Pillars of 21st Century Policing and the Four Tenants of Procedural Justice.

Community Policing is ~~a~~ our organizational philosophy, a management tool, and ~~an~~ organizational strategy, which promotes a cooperative partnership between police officers and of policing that focuses on building relationships and working closely with members of the communities they serve. The common central goal is to resolve problems and improve the overall sense of safety and security.

The of Community Policing is for the police to build relationships with the community. This is done through interaction and collaboration with local city agencies, nonprofit organizations, community agencies and members of the public by creating partnerships and strategies for reducing crime and disorder. The San Francisco Police Department recognizes the partnership with the community and embraces the sharing of ideas, programs, and participation, which are a product of working together to achieve a common goal. Community Policing should be promoted throughout every Bureau, District Station, Unit, and Detail. Plans should be developed, and in line with the Department's Community Policing Strategic Plan.

The Department's Community Policing Strategic Plan is an interactive process between police officers and the citizens who work and live in the neighborhoods patrolled. It is results oriented rather than incident driven, providing a strategy to buttress a community's ability to produce and maintain attractive and safe neighborhoods. product of the San Francisco Police Department's Community Engagement Division, in partnership with the City Performance Team of the San Francisco Controller's Office and the community. It is to be used to guide SFPD policy, training, and day-to-day operations of the department and improve relationships with San Francisco residents and visitors. The Community Policing Strategic Plan was developed by an Executive Sponsor Working group (ESWG) comprised of community members and SFPD personnel. This plan addresses recommendation 40.1 made by the U.S. DOJ Office of Community Oriented Policing to the San Francisco Police Department.

The SFPD collaborated with the newly convened Strategic Steering Committee to draft a new Community Policing and Problem-Solving Manual. This collaboration utilized the framework provided by DGO 1.08, "Strategy 1.0", and the Community Policing Strategic Plan, while drafting this manual. Additionally, the spirit of the Six Pillars of 21st Century Policing and the Four Tenants of Procedural Justice were endorsed throughout this manual. Completion of this revised manual addresses recommendation 41.1 made by the U.S. DOJ Office of Community Oriented Policing to the San Francisco Police Department.

Police officers, in addition to their law enforcement role, become managers of their beats/sectors and are encouraged to engage in responsible and creative ways to bring about problem resolution.

Community Policing is both a philosophy and an organizational strategy that allows the police and the community to work closely together in new ways to solve the problems of crime, fear of crime, physical and social disorder, and neighborhood decay. Community Policing and Problem Solving give reality to the historic tradition that the police are the public and the public are the police.

Mission

The mission interactive process of the San Francisco Police Department is to protect life and property, work closely with the community by forming partnerships to prevent crime, reduce the fear of crime, apprehend those who commit crimes, and provide a safe environment. This is accomplished by being attentive to the needs of the residents, merchants, and visitors of the City, and by working collaboratively to solve neighborhood problems.

Vision

The San Francisco Police Department envisions working in conjunction with members of all communities to reduce the incidence of crime through prevention, education, and apprehension of those responsible for crimes. The police / community partnership will create an enhanced sense of safety and security through cooperative efforts to identify activity which leads to crime. The prompt and timely coordination of governmental and community based services to sustain order maintenance is essential to the process. Long term planning and district based initiatives designed to deliver the resources and services to communities will be the result of a partnership based on respect, commitment, and trust.

Community Policing Values

1. Maintain a respectful and courteous partnership, where the police and communities share ideas, share differences, and find a common ground to achieve what needs to be done.
2. Continuous, open and honest communication must be maintained between the police and the community. Listening without judgment, assessment without bias, and response with compassion, must occur to keep the lines of communication open.
3. Strong leadership must be demonstrated by the Police Department, by civic leaders, and by community representatives. Leaders who are fair minded, empathetic, understanding, and determined, will have the greatest success.
4. Leaders of the Police Department, civic leaders and community representatives must not seek their own personal agenda; they must work on what is best for the community as a whole.

- ~~5. Respect for self and others must be encouraged and practiced, while maintaining a high level of responsibility and accountability for all officers and community members alike.~~
- ~~6. Long term results are the goal. Short term needs may be necessary to
— reach long term sustainable results, not quick fixes or “band aid” solutions.
— Quick fixes and “band aid” solutions always require more attention and more
— resources at a later time.~~
- ~~7. Police officers and community members must be equipped with all resources
— necessary to accomplish their objectives . Adequate time, personnel (both
— police and community), equipment, and training are necessary for all involved.~~
- ~~8. Information from all available sources must be shared and evaluated. The use of
crime data, citizen observations, and analysis of events all contribute to the
— prevention of crimes, apprehension of criminals and education of police
officers and community alike.~~

Objectives

- ~~**1. Establish a working relationship / partnership between police officers and members of all communities.**
➤ Conduct outreach efforts through all members of the Police Department.
➤ Patrol officers and investigators will be available to meet with and coordinate assistance on a 24 hours a day 7 days a week basis.
➤ Focused efforts will be made to encourage those communities who in the past have been less actively involved with community policing efforts, i.e.: communities who mistrust, fear, or do not have confidence in police services. Members include: at risk youths, recent immigrants, crime victims, and public housing residents.
➤ Focus on getting officers out of the radio cars during their shifts, so they can develop a working relationship with the members of the community they serve.~~
- ~~**2. Establish a partnership with all City Departments to address needs for City services as identified through Police Community Partnership process.**
➤ All officers who become aware of needs, criminal or non-criminal, which should be addressed by City Departments, will make a written request through the Director of Community Policing at the Field Operations Bureau, by utilizing SFPD Form #509.
➤ The Director of Community Policing will act as a liaison with all department heads to facilitate the delivery of services.~~

~~3. Maintain an open and transparent partnership, by which police officers and community members share information, discuss community concerns, and identify the cause of problems that contribute to crime. This partnership must be built on mutual respect and trust.~~

- ~~➤ The community will advise the Department on concerns or perceptions they have on police protocol and procedures. The Department will educate the community on police protocol. The community needs to know why police officers handle certain situations in a particular manner.~~
- ~~➤ Officers and investigators will treat all community members with respect, regardless of the background of the community they serve.~~
- ~~➤ The Department will make the community aware of what is occurring in their geographical area by circulating the information in district station captain's newsletters, district station's e-mail, community newsletters, community newspapers, and during community meetings.~~
- ~~➤ Police officers will attend community meetings and be prepared to speak with the community they serve. This will allow the community to become more familiar with the officers serving them and allow the officers to become more familiar with the community they serve. This interaction will establish relationships / partnerships.~~
- ~~➤ Expand the accessibility of the district station captains by ensuring community members are aware of the captain's phone number, e-mail address, and monthly community forum.~~
- ~~➤ The Department, through the district station captain's newsletters and Community Policing component on the Departments Web Site, will promote Community Policing Programs and provide information to those community members interested in participating.~~

~~Examples:~~

- ~~a. Youth activities.~~
- ~~b. Senior services.~~
- ~~c. Crime prevention / education, utilizing Safety Awareness For Everyone (SAFE).~~
- ~~d. Crime awareness.~~
- ~~e. Drug awareness and education.~~
- ~~f. Police resources.~~
- ~~g. Community courts.~~

~~Employee Recognition Report on SFPD Web Site~~

~~4. Identify the causes of the problems that contribute to crime, reduce the incidence of crime, increase the sense of safety and security.~~

- ~~Officers will listen to concerns of the community and take the appropriate measures to address their concerns.~~
- ~~Officers will identify the problem. If the problem is of criminal nature the _____ officers will address the problem by using the **SARA (Scanning, Analysis, Response, and Assessment)** problem solving strategy. Officers will~~

~~Complete SFPD Form #509 and submit the form to their Platoon or Watch Commander. If the problem does not require Police Department involvement, officers will complete SFPD Form #509 and submit the form to their Platoon or Watch Commander. The Platoon or Watch Commander will forward the SFPD Form #509 to the Director of Community Policing. The Director of Community Policing will forward the information to the proper governmental agency.~~

- ~~Officers will keep the community informed of the progress of their problem solving strategy, by addressing the community individually and at community meetings.~~
- ~~Officers will keep a record of their progress in chronological order, and submit a record of their progress to their commanding officer. If they are unsuccessful they will start over with a new **SARA** problem solving strategy. The problem must be solved, not pushed to a different location. Ignoring or displacing a problem does not solve the problem, and is not acceptable. The SFPD form #43, SARA Problem Solving Worksheet, must be completed.~~
- ~~Community Policing Lieutenants and the Director of Community Policing will work closely with the Community Partnership For Safer Neighborhoods (**CPSN**), to insure that the community is connected to the proper agency that can assist them with their particular need.~~

5. ~~District station Commanding Officers and the Director of Community Policing will establish a continuous working partnership with community based organizations.~~

- ~~They will meet on a regular basis with neighborhood outreach workers to share information and coordinate participation in community meetings.~~
- ~~The Director of Community Policing will participate with the Mayor's Office of Criminal Justice (MOCJ), and the Community Partnership For Safer Neighborhoods (**CPSN**) to identify the roles, duties, and responsibilities that each neighborhood outreach worker will have in addressing the issues raised by community members.~~

~~6. Train all managers, supervisors, inspectors, and officers in updates of community policing concepts.~~

- ~~➤ Develop a training lesson plan for training recruits at the Police Academy.~~
- ~~➤ Develop a training lesson plan for training of all non-probationary officers attending Continuous Professional Training (CPT). All training shall be continuous.~~

- ~~➤ Police officers to receive training on available governmental and private resources.~~

~~7. Measure the level of citizen satisfaction with services provided by police officers.~~

- ~~➤ Develop a standard customer service survey to be provided to members of the community who report crimes. Develop a standard for distribution by utilizing a person's e-mail to send a survey. It will be measured by electronically sending out an e-mail and receipt of the response. This response will be reviewed to improve future performance.~~

Patrol and Foot Beat Officers

SECTION 1: COMMUNITY POLICING ROLES

How Patrol, Foot Beat, and Bicycle Officers Contribute to Community Policing Efforts

Pursuant to DGO 1.08 Community Policing, all members shall embody the following values in their work: respect, Partnership, Honesty and transparency, Responsibility and Accountability. Officers' spirit and work should be guided by a guardian mindset philosophy that is rooted in empathy, understanding, and mutual respect. It is the responsibility of members to partner and engage with community members and organizations to collaboratively identify and problem-solve local problems/issues and increase safety for residents, visitors, and officers. The primary job of a police officer is to deliver service to the community he/she serves. Because police officers are in all communities all day, every day, they are often times the first to recognize or be approached with problems affecting a community. Properly identifying the problem and securing the services of the appropriate public and private agencies to provide long term resolution to the problem is a basic function of crime prevention, control and order maintenance.

A core element of community policing is the utilization of beat patrol officers who walk the neighborhoods. Unlike traditional officers who may have a lesser connection with the people within the neighborhoods they patrol, community policing beat patrol officers get out of their cars and proactively engage community members throughout the neighborhood to become

familiar and personable with residents and merchants. They also develop a keen awareness of neighborhood patterns, and become deeply familiar with issues block by block.

As outlined in DGO 1.08, the following goals are to be embraced in order to build strong relationships with the communities we serve:

- Communication
- Education
- Problem Solving
- Relationship Building
- SFPD Organization

By using the following guideline, officers will be able to address most issues, which affect communities and resolve them to the satisfaction of the community, and relieve officers of having to deal with chronic complaints and excessive calls for service.

- Identify and analyze the principal crime, and order maintenance problems within an area, and design strategies to address chronic problems by utilizing the SARA problem solving strategy, or those, which use an inordinate amount of police and or public services.
- Attempt to identify primary causes of crime and or order maintenance, i.e. graffiti, large amounts of litter, abandoned properties, etc.
- Conduct outreach either directly or through Safety Neighborhood Partnership outreach workers to residential and business communities as well as civic, social, cultural and religious groups.
- Have a working knowledge of community leaders, business and merchant associations, and citizen contacts to call upon as resources in your efforts at attaining long term solutions to community problems.
- Actively address neighborhood problems, (crime, quality of life, overall sense of safety) which are having a negative affect on a segment of the community.
- Utilize the multitude of public and private agencies in the long term resolution of the problem. Be sure to follow up with the agencies you use to assist and make sure they are doing what is expected of them.

- ~~Communication is important. Be open and communicate freely about problems in your district, not only with other officers, but with community members and seek their input and ideas on ways to resolve the problems.~~
- ~~Actively work with innovative as well as traditional means of policing to address crime and order maintenance problems in your district.~~

Sergeants / Field Supervisors

How Sergeants Contribute to Community Policing Efforts

Patrol Sergeants / Field Supervisors shall reinforce the Department's commitment to deliver the highest level of service to the communities we serve. Recognize **should recognize and acknowledge** those Officers who ~~do a good job of delivering that service through their efforts, or by excel at working collaboratively with the community and in conjunction with other resource agencies.~~ Express the city resources, to problem-solve local problems and increase safety for residents, visitors, and officers. This recognition of a job well done in should be expressed in Performance Improvement Program (PIP) evaluations, **Sergeants should recognize officers through commendations, award nominations, awards (Crisis Intervention Team Award, Community Policing & Problem-Solving Award, and Officer of the Month/Year Award)** and by taking the time to personally ~~inform the~~ **acknowledge** an officer of your awareness of the **when they are doing** outstanding work they are doing.

Examples of how Sergeants can directly impact the Department's community policing goals:

- Allow Officers the time to participate in community engagement activities as time/staffing permits.
- Assist officers in time management and scheduling to devote time necessary to address community issues and for problem solving strategies.
- Emphasize and encourage long-term **collaborative effort for community** problem solving as the primary method of reducing crime, ~~creating an enhanced sense of safety and security and order maintenance in the community.~~
- ~~Emphasize and encourage innovation, creativity, as well as traditional means of policing to address community problems.~~
- ~~Continuously evaluate and modify efforts, as necessary, to resolve problems and assure long term results.~~
- **Utilize** ~~Analyze~~ data from community surveys and Comp Stats to formulate Crime Strategies.
- **Apply** the knowledge, skills, and abilities of Officers and community members alike, to develop strategies to address problems and ~~identifying~~ **identify** resources available to help the process.

- Encourage Officers to explore innovative, creative, as well as traditional means, to address community problems and/or issues.
- Have a working knowledge of city agencies/resources, community groups, community leaders, business and merchant associations and citizen contacts to call upon as resources in your efforts at attaining long term solutions to community problems. ~~activist groups, etc.~~
- ~~Emphasize problem solving as a primary means of producing long term results to community problems.~~
- ~~Discuss possible solutions to problems with officers and community members alike.~~
- ~~Know where to find the resources necessary to assist the patrol officers in their efforts to resolve community problems. Assist the officers in obtaining the internal, as well as external resources needed.~~
- ~~Ensure~~ **Assure Officers** that officers ~~they~~ have adequate resources to assist them in delivering service **with attaining long-term solutions** to the community in the form of long term problem resolution.
- Assist the officers by trying to find ways of freeing them from some duties so they are better able to devote the time necessary to addressing community **problems and/or** issues.
- Sergeants are responsible to continuously evaluate and modify efforts, as necessary, to resolve problems/issues assuring long-term results.
- Provide positive and constructive feedback to Officers ~~who are working at long term problem resolution on behalf of the community.~~ **as a way of review, acknowledgement, and improvement.**

Lieutenants

How Lieutenants Contribute to Community Policing Efforts

The role of the Lieutenant is ~~pivotal in that the position is one of liaison,~~ **in part, is to serve as a manager and identify problems within a district that need community policing solutions. The Lieutenant sets the example for Sergeants and Officers.**

Examples of how Lieutenants can directly impact the Department's community policing goals:

- **Work** with ~~all parties participating in the Community Policing Partnership Initiative. They must be supportive of the model, its concepts, and philosophy in order for it to succeed. The lieutenant is the manager of the local organizations and individuals as liaisons between officers on his/her watch and the community by acting as~~ the point of contact ~~with~~ **at** the community members of the police district. ~~station.~~
- ~~Act as the liaison for the Police Department in all matters of Community Policing Partnership.~~

- Attend ~~meetings of~~ community **meetings**, neighborhood **meetings**, business **meetings**, and all other ~~organizations~~ **organizational meetings**, when possible, to provide mutual communication regarding issues occurring in your respective police ~~their~~ district.
- ~~Review all assessments completed by members of your unit and contact~~ **Emphasize** the Director of Community Policing to obtain updated information on the status of submitted assessments.
- ~~Act as liaison with outreach workers from Community Partnership for Safer Neighborhoods and other~~ **importance of** community groups to maintain a sense of issues which are of concern to the community members.
- ~~Emphasize problem solving through “situational assessment” by all officers on your watch.~~
- ~~Emphasize~~ **policing and** customer service to the officers you manage and ~~at~~ daily line-ups through roll call training, placing emphasis on the Principles of Procedural Justice and the Pillars of 21st Century Policing.
- Encourage innovation and creativity on ~~their~~ **the Officers** part in their efforts towards long-term problem resolution. ~~-solving resolutions.~~
- ~~Support the~~ **Provide support to Sergeants and** Officers in their efforts to address community concerns by ~~providing~~ **allowing** the time and resources necessary for positive results.
- ~~Review, evaluate and recognize the good work done by officers of the watch.~~
- Maintain open and frequent communication with officers **Sergeants, Officers,** and citizens ~~alike~~ **the community** to remain informed and assure all are updated on current issues.
- ~~Promote the Departments mission, values, and goals.~~
- ~~Assign subordinates to the same sector or beat on a daily basis.~~
- ~~Try to find “work load reduction strategies” to give your personnel more time to devote to community policing.~~
- ~~Update your commanding officer regarding the process of implemented community policing programs.~~
- **Review Community Policing and Problem-Solving projects and assessments to provide any necessary status updates to Commanding and/or Commission Officers.**
- **Manage and audit Community Policing Problem-Solving efforts for status updates, review, and improvement.**

Captains

How Station Captains Contribute to Community Policing Efforts

The Station Captain ~~The commanding officer of a police district shares in the success and failures of the officers they command. Equally sharing in those attributes are the members of the various communities located in the police district. The~~

commanding officer is a very important part of building and strengthening the Community Policing Partnership Initiative, as they ~~and Problem-Solving initiatives and should~~ work directly with the Community Policing Lieutenants, and the members of all communities in the district. ~~Commanding officers~~ **Sergeants, city agencies, and representatives from the community.** Station Captains must remain actively involved and informed ~~as to on~~ all aspects of the Community Policing Partnership activities ~~and Problem-Solving efforts~~ occurring in their districts. ~~Those who put forth the effort and commitment will share success with the officers under their command and the community members they serve.~~ **Problem-Solving efforts should contain strategies to create trust, value, and unity for all parties involved.**

Examples of how Captains can directly impact the Department's community policing goals:

- ~~Emphasize customer service approach towards the community and your employees.~~
- **Acknowledge that community policing problem-solving only works if all parties involved believe in the process.**
- ~~Encourage and assist the Community Policing Lieutenants with their pivotal role.~~
- **Proactively reach out to partners in relevant organizations**
- **Consult with District Community Police Advisory Boards (CPAB's),**
- **Acknowledge, review and utilize community feedback from various sources such as emails, and community meetings.**
- **Designate a Community Liaison Officer (CLO) that serves as a liaison between CED, the Captain, and the community to help coordinate and track Community Policing and Problem-Solving efforts.**
- ~~Regularly evaluate the performance of all officers under your command as it pertains to Community Policing Partnership activities.~~
 - **Ensure that Community Policing and Problem-Solving efforts are publicized via social media, websites, newsletters, video messaging, etc.**
- ~~Prepare a quarterly report explaining what specific actions occurred in their district.~~

Examples:

- a. ~~509 report.~~
- b. ~~Newsletters written.~~
- c. ~~Training administered to officers.~~
- d. ~~Community meetings attended.~~
- e. ~~Articles placed on the Departments Web Site.~~
- f. ~~Community events and programs that officers participated in.~~
- ~~Maintain open and frequent communication with all officers~~ **a working knowledge of available resources**, and community members alike to remain informed and assure ~~all are updated on community issues~~ **partnerships.**
- ~~Reinforce the commitment of the Department to work with community members to; resolve issues of concern, maintain order, reduce crime, and enhance the sense of safety and security of community members.~~

- Support the Officers in their efforts to address community concerns by providing the time and resources necessary for positive results **when feasible**.
- ~~Maintain a good working knowledge of available resources.~~
- ~~De-emphasize traditional indicators of performance which stress quantity and not quality.~~
- ~~Try to find “work load reduction strategies” to give your personnel more time to devote to community policing.~~
- **Encourage and acknowledge Officers Community Policing and Problem-Solving efforts, successes, and seek input/feedback from Officers for review and improvement.**
- **Ensure that Community Policing efforts are logged, tracked, and evaluated as part of the evaluation process.**
- **Ensure that community surveys are being conducted for community engagement and Community Policing and Problem-Solving efforts to measure effectiveness.**
- **Ensure that the data collected is formulated in a community policing annual report.**
- ~~Encourage and praise your subordinates’ efforts and successes.~~
- **Seek employees’ input and provide feedback on how it was used.**

How CED and its Commanding Officer Contributes to Community

Policing Director of Community Policing

~~The Director of Community Policing acts as the liaison for the Police Department with the Mayor’s Office of Criminal Justice, the Mayor’s Office of Neighborhood Services, Safety Network, Community Partnership for Safer Neighborhoods, and various public agencies, organizations, and associations participating in the Community Partnership for Safe Neighborhoods Program.~~

The Community Engagement Division (CED) shall be structured around the Department’s Community Policing Vision, Values, Goals, and Objectives and shall provide Community Oriented Policing and Problem-Solving support to the Department.

Examples of how CED contributes to the Department’s community policing goals:

- **Provide the overall Department structure and framework to enhance community relationships in our city.**
- **Members assigned to CED will work collectively to support the effort of all District Stations, Bureaus, and Units in the Department by promoting community policing and community engagement policies, procedures, and practices.**
- **Provide the necessary structure and support so that the entire Department may accomplish community policing goals.**
- **Hosting many community engagement events and programs.**
- **Partner with the Department’s Media Relations Unit (MRU) to provide information to the community.**

~~One of the primary roles of the Director is that of a “clearinghouse” for all assessment forms submitted by the Police Department and by outreach workers of Community Partnership for Safer Neighborhoods. Working full commitment of the Mayor’s Office, the Chief of Police, and various community participants, the Director will engage the services of those agencies necessary to address community problems. In order to bring resolution to~~

~~community problems the Director:~~ Pursuant to DGO 1.08, the CED Commander is responsible for promoting and auditing Community Oriented Policing and Problem-Solving concepts and efforts throughout the entire Department. The commander may also be expected to do the following:

- ~~Will report directly the commander of Field Operations Bureau.~~
- ~~Will m~~Meet regularly with the Chief of Police, the DC of Field Operations Bureau, and the Director of MOCJ, on a regularly scheduled, bi-weekly basis in order Media Relations to update them on progress being made strategize on community policing initiatives, to seek their input, and to report any concerns or recommendations. and efforts.
- At the request of the Direct, the chief, and the Director of MOCJ will meet to discuss the progress of community policing efforts.
- Manage and facilitate the Chief's Community Police Advisory Forum (CCPAF), which reviews, audits, and promotes the Departments community policing efforts.
- ~~Will~~ Work in partnership with the training division to assist in the development of community policing training curriculum.
- Will attend the Community Partnership for Safer Neighborhoods meetings, and assist the groups to ensure that the needs and concerns of their community are being addressed.
- ~~Will a~~ Attend community-based organization meetings to ensure their needs and concerns have been addressed and keep the community updated.
- ~~Will review and evaluate submitted assessment forms and determine which are police related issues or non-police related issues. Forward all non-police related issues to the Director of MONS for the delivery of services by the agencies deemed necessary to provide long term resolution to the specific problem.~~
- ~~Will~~ Regularly review the status of the public safety and quality of life assessments. Keep an open line of communications with the district stations Community Policing Lieutenants and Director of MONS, to assure every effort is being made to promptly and efficiently provide the services needed to resolve the problem.
- ~~Will work closely with the various community-based organizations to ensure they are meeting specified criteria for community policing and crime prevention and verify that they are assisting in each district based strategy.~~
- ~~Will act as a liaison with the commanding officers and community policing lieutenants at district stations, to provide updates on matters submitted, or to obtain additional information to facilitate the needs of cooperating agencies.~~

- ~~Will meet with all forty district Community Policing Lieutenants on a regular basis to discuss the success of community policing efforts and initiatives and how they can be improved.~~
- ~~Will produce a quarterly report identifying the district station, the number of assessment forms received, those in progress, and the number closed.~~
- ~~Will send "Community Satisfaction Surveys" to those individuals, groups, and organizations that have requested assistance through the Community Partnership for Safe Neighborhoods Program.~~
- ~~May have offices both at the Hall of Justice and City Hall, Mayor's Office of Criminal Justice.~~
- • ~~Will be responsible for r~~**Reviewing** existing departmental documentation (e.g., community policing manuals, ~~bulletins~~**notices**, worksheets, resource cards, etc.) and make specific recommendations as to what changes, updating and the like**updates** are needed to make them more current,**deemed** relevant, and helpful.
- ~~Will work in partnership with the Training Division to assist the 40 assigned community policing lieutenants that are liaisons to the community and have responsibility for implementing the community policing policies, procedures, programs and training. District station captains will ensure that these lieutenants oversee the training curriculum for all police officers assigned to their command in their respective districts. They serve as the direct connection between the community and the district stations and are culturally trained and sensitive to each individual neighborhood.~~
- ~~Will work in partnership with the Training Division to develop, update and review community policing training procedures for new recruits and all existing police officers through ongoing in-service training and roll call training. This will serve as a tool to inform police officers throughout the City of new community policing policies and initiatives.~~
- ~~Will work with various entities, both inside and outside the Department, to increase the participation of all communities and non-profit agencies.~~
- ~~Will arrange and facilitate quarterly meetings with the district station captains, the community organizers, and all 40 community policing lieutenants. These meetings will also include a member of the SFPD Command Staff (Field Operations Bureau) and the Director of the Mayor's Office of Criminal Justice. These meetings, which will rotate among the various district station community rooms, are intended to serve as a forum to discuss best practices, give district updates, share information and keep everyone engaged and create accountability.~~
- ~~As a representative of the Chief of Police, and with members of the Mayor's Office of Criminal Justice, will attend weekly meetings with the African American Community Police Relations Board and its coalition and collaborative partners to provide updates. These meetings will be limited to one hour in length and be preceded by a formal written agenda delivered in advance of the meeting. The frequency of these meetings will be adjusted by mutual agreement between the Chief of Police, AACPRB, and MOCJ.~~

- ~~Will participate in district station planning sessions involving the SFPD, community organizers, and the community. The goal of these planning sessions is to build a comprehensive plan which will begin with a framework of 5 issues. These issues are: beat patrol schedule and strategy; public health response in the aftermath of violent crime; neighborhood needs assessment; communication protocol; and updated training documents~~
- ~~Will work with all members of all Bureaus of the Department to develop a process whereby each member, at all ranks will participate in training and orientation regarding cultural competence and community policing. Each participant will receive a certificate verifying his or her participation in the training. Culturally competent community policing strategies will be incorporated into all activities of the Police Department.~~
- **Manage the community engagement process set forth in SF Admin Code 96I.1(a).**

Investigations Bureau

~~It is important for the inspectors in the Investigations Bureau and the officers in the Field Operations Bureau to interact. Purposeful interaction will result in the attainment of a consensus regarding service delivery expectations.~~

Investigations shall:

- ~~Develop a knowledge base about crime thereby becoming an expert about criminal activity within a given community.~~
- ~~Act as a liaison with crime analysts regarding the existence of crime problems —and the frequency of their occurrence.~~
- ~~Become the neighborhood crime coordinator by tracking criminal trends, investigating and closing cases. Liaison with patrol officers and the community regarding criminal activity and intelligence.~~
- ~~Assist patrol officers in conducting comprehensive initial investigations, limited follow up investigations and case closures.~~
- ~~Conduct investigations into criminal activity within an assigned community, assist and coordinate criminal investigations with other investigators.~~
- ~~Structure investigative methods to be based on a team approach, consisting of the investigator, the patrol officer, the patrol supervisor and the community.~~
- ~~Support and promote the concept of community policing within the Department and the community.~~
- ~~Champion the Department and promote its organizational mission, values and goals.~~
- ~~Support Field Operations Bureau in its efforts to building and strengthening the Community Policing Partnership Initiative.~~
- ~~Develop “work-load reduction strategies” to give members more time to devote to community policing.~~
- ~~Maintain a working knowledge of the community policing philosophy, goals, objectives, and programs.~~

- ~~Maintain involvement as a valued part of the community policing team.~~
- ~~Maintain a working knowledge of the resources available within the Department and other government agencies.~~
- ~~Maintain a working knowledge of the resources available within the community.~~
- ~~Locate and organize resources required to implement solutions.~~
- ~~Adopt a customer service approach to performing your duties for internal and external customers.~~
- ~~Work with all employees and citizens to solve community problems.~~
- ~~Use the SARA problem-solving techniques to create innovative solutions.~~
- ~~Share information with other members of the Department for the purpose of solving crimes.~~
- ~~Monitor involvement by non-Departmental resources and follow through to ensure satisfactory results.~~
- ~~If it is necessary to refer a citizen/victim, make the **first** referral the **correct** referral.~~
- ~~Be willing to evaluate and improve your performance.~~
- ~~Provide suggestions on ways to prevent crime by analyzing crime trends and developing a strategy to prevent future crimes of a similar nature from occurring.~~

Administration Bureau

How the Administration Bureau Contributes to Community Policing Efforts

Community Policing is not just a “patrol” oriented philosophy. It is a fundamental change in the policing philosophy of the entire Department. In order to achieve our community policing goals, the assistance of all Department members is needed.

Certain units under the Administration Bureau can directly impact Community Policing strategies by ensuring community policing values and concepts are integrated into training, recruitment, and professional development.

The division and Units listed below contribute to the Department’s community policing goals in the following ways:

Crime Analysis:

- ~~Community Policing includes crime analysis and information management to provide a vehicle through which every member of the Department can efficiently manage the SARA Model and the Community Policing approach. The Department’s Management Information Systems serves as a communications network for each officer within the Department.~~
- ~~Crime analysis and information management are interactive systems that aid in integrating operational efforts with identified problems through the efficient management of information. Beat officers and investigators have the capacity within this system to become managers of the communities they serve. It becomes their responsibility to use the systems to support neighborhood needs and commitments.~~

Cultural Competency:

- ~~The related and important notion of cultural competency is the subject of an additional twenty-eight hours of classroom instruction. Cultural Competency is imparted in presentations by representatives of seven distinct community groups, each of which is allotted either a two or four hour block of time. In these lectures officers are sensitized to the complex realities facing low-income communities, communities of color and other urban communities. The Department recognizes that without a deep understanding of the experiences, needs and challenges in these communities, it would be difficult to fully implement effective community policing strategies.~~

The Academy - Training Division:

- ~~The Training Division will play a major role in~~ **is to** ~~developing and implementing training programs which will teach officers new skills and help them perform more proficiently. The training will also require focusing on unit training as well as individual training~~ **that incorporate the concepts of the Six pillars of 21st Century Policing, Four Tenets of Procedural Justice, Community Policing, and problem-Solving, Academy Immersion Program, and Customer Service.** ~~Unit training will be vital in assisting units in their responsibilities for addressing community problems and delivering appropriate services. In concert with unit training, individual skill training will reinforce the officer skills needed to effectively work within a unit.~~
 - **Unit training is indispensable in assisting units in their responsibilities for addressing community problems/issues and delivering appropriate problem-solving solutions.**
 - **In concert with unit training, individual skill training will reinforce Officer's skills needed to effectively work within a unit.**
 - **Train all participating Community ambassadors and document all training.**
 - **Required on-going Community Policing training.**
 - **All Department members (sworn and non-sworn/professional staff) 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/professional staff Department members are also required to receiving training in community policing.**
- ~~The Training Division also will provide training on community policing to the Community and will continue as demonstrated in the Citizens Police Academy.~~

General Responsibilities:

- ~~Support and promote the concept of community policing within the Department and the community.~~
- ~~Champion the Department and promote its organizational mission, values, and goals.~~
- ~~Develop "work-load reduction strategies" to give members more time to devote to community policing.~~

- ~~Maintain a working knowledge of community policing philosophy, goals, objectives, and programs.~~
- ~~Maintain involvement as a valued part of the community policing team.~~
- ~~Maintain a working knowledge of resources available within the Police Department, other government, and private (non-profit) agencies.~~
- ~~Locate and organize resources required to implement solutions.~~
- ~~Adopt a customer service approach to performing your duties for internal and external customers.~~
- ~~Identify, analyze and develop strategies to address problems encountered in your working environment.~~
- ~~Work with all employees and citizens to solve community problems.~~
- ~~Use the SARA problem-solving techniques to create innovative solutions.~~
- ~~Share information with other members of the Department.~~
- ~~Monitor involvement by non-Department resources and follow through to ensure satisfactory results.~~
- ~~If it is necessary to refer a citizen/victim, make the first referral the correct referral.~~
- ~~Be willing to evaluate and improve your performance.~~
- ~~Support the mission of Field Operations Bureau and Investigations Bureau personnel in their community policing approach to problem solving.~~

The Academy - Professional Development

The Department is dedicated to each member's professional development. To achieve professional and personal growth, SFPD offers opportunities in various assignments throughout all Bureaus. These opportunities are announced in Department Notices (DNs) throughout the calendar year. In addition, the Professional Development Unit (PDU) disseminates a variety of internal and outside training opportunities to all members (via email). PDU ensures that in-service training opportunities are published in a monthly calendar that is posted on the Department's intranet site. DNs are published to facilitate on-going professional development, (Supervisory Leadership Institute, Command College, and SFPD Leadership Institute, etc.).

The SFPD supports every member's professional-personal development by providing opportunities in various assignments, and access to a wide variety of training coursework. The roles and responsibilities for SFPD Recruitment Unit are the following, but not limited to:

- Increase transparency amongst the members of the Department as to what assignments and training are valuable for professional-personal development.
- Explain the process of applying for a position opening.
- Explain the process to access internal-outside training.
- Recommend training and assignments, e.g., Plainclothes, Field Training Officer, Instructor Development Course / Academy Instructor, Sherman Block Supervisory Leadership Institute, and FBI National Academy.

Staff Services - Recruitment

The SFPD Recruitment Unit reviews best practices for recruitment, training, and outreach on an ongoing basis by attending trainings and compiling a resource library. The SFPD has initiated two extensive reviews of its hiring process and worked with the Office of Racial Equity to draft the *Racial Equity and Inclusion Action Plan* (2020). SFPD also works closely with the Department of Human Resources' Diversity Equity and Inclusion Recruitment Team.

Studies suggest that having diverse officers in a police department can increase community trust and cooperation. The Recruitment Unit is tasked with finding ways to ensure that candidates reflect the diverse communities served by SFPD.

Examples of how the SFPD Recruitment Unit can contribute to Community Policing goals:

- Recruit individuals who are native to San Francisco and the Bay Area.
- Recruit multilingual individuals.
- Partner with local organizations to expand the candidate pool.
- Determine a recruiting metric to indicate the percentage of candidates that move forward and the reasons why
- Support underrepresented groups in the hiring process.
- Conduct specific outreach to underrepresented communities.
- Use internal diverse populations to recruit from underrepresented communities.
- Include non-sworn/professional staff perspective on hiring panels.

How the Operations Bureau Contributes to Community Policing Efforts

All Bureaus under Operations shall support and promote the Department's Community Policing Strategies by embodying the Department's Community Policing Vision, Values, Goals and Objectives.

Crime Strategies:

The Crime Strategies Division ensures that Community Policing and Problem-Solving data is collected and analyzed by the Crime Analysis Unit. The data collected shall be incorporated into the Department's Comp Stat process and utilized by District Station Captains and the Investigations Bureaus for crime strategies, problem solving, personnel deployment, and crime investigations.

Field Operations Bureau (FOB)

See page 4-7 of this Manual

Special Operations Bureau (SOB)

Examples of how SOB can support the Department's Community Policing goals:

- The Mounted Unit are some of the department's best ambassadors
- Specialized Units attend city events and remain visible to community members

Investigations Bureau

Examples of how the Investigations Bureau can support the Department's Community Policing goals:

- Work with the Crime Strategies Division Analyst to identify the existence of crime trends, the frequency of their occurrence, and develop strategies to prevent future crimes of similar nature from occurring.
- Utilize patrol Officers to work as community liaisons to obtain information regarding criminal activity and intelligence.
- Be mindful that every strategy should have an evaluation and review component to evaluate effectiveness of efforts and to assess areas for improvement.
- The results rendered from the evaluations and analysis should be used to assist investigators with investigations and closing cases.
- Investigators should seek face-to-face interactions with the community to establish relationships to help foster and build trust.
- Follow-up with victims of crime to provide information, additional services, service referrals, and if possible, collect additional information, which are examples of good customer service.
- Investigators should develop a transitional plan for when staff leaves an assignment. The plan should provide all parties with advance notice of staffing changes.
- When appropriate and within the purview of the Department, Investigators can help build trust and understanding in the community by providing explanations to community members relating to the status of the investigation.
- Investigators should acknowledge officers when they have completed an exemplary investigation and follow up with officers regarding outcome of cases.

Airport Bureau

This bureau assists travelers, enforces local, state, and federal laws and plays a key role in the airport's capacity to respond to emergencies. This bureau may have the opportunity to serve as a first impression for many international and national visitors to this city.

SECTION II: COMMUNITY ENGAGEMENT DIVISION (CED) EVENTS AND PROGRAMS

The following programs are managed by CED:

- Youth and Community Engagement Unit
- Community Liaison Unit
- Community Liaison Officer
- Limited English Proficiency and Language Access Liaison
- Chief's Community Police Advisory Forum
- Auxiliary Law Enforcement Response Team
- SFPD Cadet Program
- Reserve Police Officer Program
- Neighborhood Safety Team
- Community Ambassador Program
- Pink Patch Project
- Safe Place Program
- Community Police Academy

The following programs and activities are supported by CED:

Town Hall Meetings – Officer Involved Shooting

CED serves as a liaison between the Department and the family of the injured or deceased subject of the Officer-Involved Shooting (OIS) and will contact the family as soon as practical after the incident. If held in-person, the Language Access Liaison under CED ensures that there will be a certified speaking Officer for the specific language requested for the Town Hall meeting.

Community Police Advisory Boards (CPABs)

CED is responsible for assisting each district station by providing direction and resources to maintain a well-functioning CPAB. CED also assists the citywide CPAB Steering Committee. For more information, please refer to SFPD CPAB Manual-24.

Department Awards for Community-Oriented Policing/Problem-Solving

All Department members are eligible to receive these two awards:

- The Strategic Problem-Solving Award - Granted to a member for developing an original approach to solving a significant, ongoing problem in an effective way. The problem must be material and must relate to crime, disorder, or quality of life concerns.
- The Community Engagement Award - Granted to a member for developing a creative, innovative, original, and self-initiated community engagement project. The project must center on connecting the Department and its members with the community with the goal of building relationships and fostering trust. The project should be sustained for a duration of time and does not include limited or one-time actions.

For more information, see DGO 3.09, *Department Awards*.

SECTION III: DISTRICT STATION COMMUNITY ENGAGEMENT ACTIVITIES

District Captains shall implement the following 14 minimum community engagement activities and report on them during Comp Stat meetings and include each in each station's yearly community policing engagement goal.

1. Weekly Newsletter
2. Annual National Night Out
3. Weekly Event Conference Call Update
4. Academy Community Immersion Program
5. Coffee with a Cop
6. Featured Officer of the Month
7. Featured Citizen of the Month
8. Community Police Advisory Board
9. Monthly Community Engagement Budget Plan
10. Designation of a Community Liaison Officer
11. District Station Captains' Community Meetings
12. Station Social Media Requirement: Twitter, Facebook, and Website
13. Principal's Breakfast
14. Meet the Beat Events

Weekly Newsletter

- Every Station shall have a weekly newsletter.
- Newsletters shall be standardized and consistent in terms of content and order of the contents.
- The newsletter should not be more than 25 pages.
- Clip Arts are not allowed.
- A copy of the newsletter should be available on the station's website.
- Links to all newsletters should be available on SFPD main website.
- Every newsletter shall have the following:

1. Station logo, SFPD logo, and/or station picture
2. Captain's Message
3. Information on upcoming Station Community Meetings
4. Link to the Chief's Message

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5. Officer of the Month
6. Citizen of the Month

The following items can be on any page but must be in the following order:

7. Definition of "suspicious activity"
8. Definition of "Community Policing"
9. Definition of "crimes"
10. Community engagement events, projects, and/or flyers
11. List of crimes
12. Plan to address crimes, including any tips from the community
13. Map of crimes
14. Comparisons of biannual crime maps (first week of January and first week of June)
15. Notable arrests and incidents of note
16. Monthly comparison of crimes (only the last newsletter of the week)
17. Summaries of Supreme Court case laws relevant to policing (published the first week of January, April, July, and October)
18. Relevant press releases
19. Advertisements for police programs (can be rotated throughout the month)
20. Feedback and comments from the community
21. CPAB updates (first week of the month)
22. The Station's vision and values statement
23. The Station's contact sheet

Annual National Night Out

National Night Out is a community police awareness raising event in the United States, held the first Tuesday of August. This event is meant to increase awareness about police programs in communities, such as drug prevention, town watch, neighborhood watch, and other anti-crime efforts. The events are typically organized by block watches, nonprofit and for-profit organizations, and local police departments. These events can be as simple as backyard cookouts to full-blown festivals with live music, food, entertainment, dancing, visits from emergency personnel (Police Fire, Paramedic), with safety demonstrations, exhibits and projects for all residents.

Weekly Event Conference Call Update (Thursdays)

This is a conference call with all the District Station Captains, FOB, and the Command Staff to outline weekly events to determine which events required participation at the station level. The purpose of this conference call is to bring informational awareness to the leaders of the department.

Academy Community Immersion Program

Academy Class is led by a facilitator on a visit to various San Francisco neighborhoods/communities. On these visits, the recruits learn about the culture/history and are exposed to the diversity of San Francisco. The recruit class is given the opportunity to meet and interact with community members on a more intimate level.

Coffee with a Cop

Coffee with a Cop is on a mission to improve trust building relationships - one cup of coffee at a time. This was a simple plan developed by the Hawthorne Police Department to break through the barriers that have been built over the years via a cup of coffee. In less than five years, Coffee with a Cop events have been hosted in all 50 states and is one of the most successful community policing programs across the country. The key to Coffee with a Cop growing success is that it opens the door for interaction outside of crisis situations that typically bring law enforcement officers and community members together.

Officer of the Month

Each District Station's Captain will choose an Officer(s) to feature in the weekly newsletter. This will include a short biography of the featured Officer(s) as well as the Officer(s) contributions and affiliation with the district station which will be printed along with a photo of the Officer(s) in the weekly newsletter.

Citizen of the Month

Each District Station Captain will choose a citizen/community to feature in the weekly newsletter. This can be someone in the community that you would like to recognize for their service or dedication to the community. It can also be a community member that you would just like to feature. The biography and photo of the citizen/community member will be printed in the weekly newsletter.

Monthly Community Engagement Budget Plan

Each District Station should have a monthly budget to fund monthly community engagement events at the station level. Each District Station Captain should ask the Community Liaison Officer to plan a yearly community engagement calendar emphasizing at least one community engagement event per month.

District Station Captains' Community Meetings

Monthly – Each District Station Captain shall host a monthly community meeting in their station's community room or other designated location within the district. The community, as well as some City agencies, should be invited to these meetings. The objectives of these meetings are to engage with the community. To hear the concerns of the community and to give the community

status updates on current events, crimes/arrest that may have occurred within their district. This is also an opportunity for the community and other City agencies to come together, hear each other's concerns, and to work together on problem-solving strategies and solutions.

Bi-Annual – To increase accountability, transparency and trust with the community, the Department has expanded its public education campaign by providing the community with information on 1) officer conduct within the framework of existing laws concerning the Peace Officer Bill of Rights Act, 2) the process for filing a commendation or complaint against an officer and 3) the Department's commitment to bias-free policing.

At least twice yearly, all District Station Captains shall dedicate a portion of a monthly community meeting to a discussion of 1) officer conduct, 2) the process for filing a commendation or complaint against an officer and 3) the Department's commitment to bias-free policing. Meetings shall be held in the months of March and August. Station captains shall also include the information presented at the meetings in their Captain's email newsletter to the community during the same months. (For further details please refer to FOB Bureau Order 20-03).

Additionally, District Station Captains shall include a presentation and discussion of use of force/OIS to their monthly community meeting agendas twice per year. In order to allow for consistency in presentation and accountability, these meetings shall be held in the months of May and November. Station captains shall also include the information presented at the meetings in their Captain's email newsletter to the community during the same months. Specific feedback from the community shall be forwarded to the Commander of Community Engagement (CED). (For further details please refer to FOB Bureau Order 19-01).

Station Social Media

Each District Stations should have a strategy for engaging the community via social media. Each station should have either Twitter, Facebook, or Webpage where community engagement events as well as station news can be posted and viewed by the community.

Principal's Breakfast

Each District Station Captain should host a Principal's breakfast. This should be held at the beginning of the school year for each principal at every school in their district. This event can be held at the district station or local café/restaurants. This is done so that the District Captain and Officers can get to know each Principal in the district in order to build relationship with one another.

Meet the Beat Events

This event should be coordinated by the District Station Captains, Community Liaison Officer, and the Perspective Beat Officers. This should be held at least twice a year after each signup so that the local merchants, business owners, and community members can meet and get to know their Beat Officers. This event should be promoted via social media, announcements at community meetings, and literature that is given out by the Beat Officers.

SECTION IV: PROBLEM-SOLVING

Community Policing Problem-Solving Strategy

The SFPD promotes the utilization of the S.A.R.A. model to address problems in the community. SFPD endorses a more community infused problem-solving approach that not only utilizes the S.A.R.A. model, but more importantly solicits and incorporates community input. A more community infused mindset is the new direction of policing across America, and SFPD is committed to this problem-solving mindset approach. In addition to community input regarding possible solutions for problems facing the community, the SFPD will use information and data provided from analysis of crime reports, Crime Analysis Unit, Crime Community Strategic Meeting, and other SFPD data analytics / electronic platforms (Teams App, Benchmark, Business Intelligence, etc.).

The S.A.R.A model provides an avenue to address community problems and includes the community in resolving problems. For more details, see Appendix B.

- **Scanning** – What is the problem?
- **Analysis** – What is contributing to the problem?
- **Response** – What can we do to improve the problem?
- **Assessment** – Did the response work?

Definition of Issue – A disorder or public safety complaint that:

- Can be significantly reduced, or solved with a single or minimal police response, and/or
- Is the sole jurisdiction of another public partner and has no relation to public safety, and/or
- Effects a single entity or person.

Examples include broken streetlights or loud music being produced by a cooperative source.

Definition of Problem – A complaint that is directly or indirectly related to public safety that is:

- Ongoing,
- Affects two or more people or entities, and
- Typically falls within policing responsibilities.

Examples include ongoing drug dealing in front of a liquor store and multiple calls for service by different parties to a location for family disturbances.

Community Engagement Problem-Solving Framework

The Department's goal is to have an engagement plan that is inclusive by incorporating the community as they strategize solutions for the problems they face. This engagement plan is designed for the purpose of investing in relationships with all communities, especially underrepresented communities, including those that are not supportive of the Department, to ensure that all community members are represented and feel that they are treated with fairness and equity by the Department.

The foundation of the San Francisco Police Department's Problem-Solving Program is the application of the SARA model. (It is important to note that historically when attempting to address ongoing problems, efforts normally slow or break down because of incomplete analysis conducted at the onset of planning. A thorough analysis and definition of problems allows participants, in their efforts to address problems, the opportunity to consider unique and surgical responses.

The Department encourages District Stations to utilize the Problem-Solving system approach provided in this order for all identified problems. Prior to the commencement of the Problem-Solving system approach, complete SFPD Form 509.

Any Officer, with express written approval from their Station Commanding Officer, can help solve community problems by using the community policing problem-solving framework.

1. **Scan:** What is the problem?
 - a. Impact on public safety
 - b. Who is affected
 - c. Broad identification of goals by complainant and officer.
 - d. Collection and review of related reports, calls for service, photographs, etc.
2. **Analysis:** What is contributing to the problem?
 - a. Identification and understanding of the conditions and what accompanies and precedes the problem. What other laws, ordinances, or policies can be utilized to help?
 - b. Evaluation of prior responses.
 - c. A thorough explanation of the data collected, and identification of additional data.
 - d. Determine any best practice models related to the problem.
 - e. Narrow the scope of the problem.
 - f. Determine why the problem is occurring.
3. **Response:** What can we do to improve the problem?
 - a. Assemble working group.
 - b. Identify opportunities for intervention using the crime triangle.
 - c. Looking for non-police alternatives to work in conjunction with conventional police strategies.
 - d. Apply best practice models as appropriate.
 - e. Identify specific objectives (with measurable metrics), timelines, and assignments.
 - f. Execute the Problem-Solving response plan
4. **Assessment:** Did the response work?
 - a. Compare pre- and post-plan metrics.
 - b. Determine if objectives were met.

- c. Identify new strategies based on information from assessment.
- d. Document assessment in the Problem-Solving Report (memorandum).

Problem Intake

Use the *Problem-Solving Intake Form* (Appendix C) to start the process. Document their initial scan in the summary of the complaint. Officers are to document their initial Scan in the summary of the complaint. Officers are to include and describe in the “Summary of complaint”, any attachments (photos, documents etc..) that have been provided with the *Intake Form*.

Problem Review

Sergeants are to conduct a review of the *Administration Form - Problem-Solving Intake Form* or return it to the officer for further information.

Lieutenants are to ensure that the intake process is complete prior to forwarding it to the Captain.

Captain Evaluation and Assignment

The Captain is to review the *Administration Form - Problem-Solving Intake Form*.

1. Ensure that the identified problem meets the criteria for assignment as a Problem.
2. Log the Problem and issue a File Number (District Station/Unit, year, number [i.e. Co.B-24-001]).
3. Assign the Problem to a Problem-Solving Manager and provide the Problem-Solving Manager with a copy of the *Intake Form* and the *Problem-Solving Assignment Form*.
4. The Captain is to provide a roadmap of expectations, a due date not to exceed 30 calendar days from the date the initial complaint is received, and remain committed to supporting the Problem-Solving Manager throughout the process.

Upon Return of the S.A.R.A. Documentation to the Captain's Office

1. The Captain is to ensure that the S.A.R.A. elements are complete.
2. The Captain is to forward the S.A.R.A. Problem File to their appropriate Division Commander.

Division Commander

1. Review the project and distribute results to other divisions as appropriate.
2. Forward file to the Commanding Officer of CED for review and selection of problem-solving effort to be presented to the Community Policing Problem-Solving Oversight Committee.

Additional Resources

Officers and community members are encouraged to visit [ASU Center for Problem-Oriented Policing](#) website for additional information and resources related to best practices for problem-solving strategies.

Refer to the Appendix at the end of this Manual for the following:

- Appendix B for the S.A.R.A. Model

- Appendix C for the Administration Form - Problem-Solving Intake Form
- Appendix D for the Administration Form - Problem-Solving Assignment Form

SECTION V: COMMUNITY POLICING REVIEW COMMITTEES

Internal Review Committee

During the month of January, the Commanding Officer of CED 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.

External Review Committees

The Commanding Officer of CED is responsible for coordinating the external Review Committee (ERC). This committee consists of Department and community members selected by the Commanding Officer of CED, and will oversee the Department's continued implementation of Community Policing and Problem-Solving, and will be responsible for reviewing the overall efforts on community policing in the Department.

The ERC will meet according to a regular schedule established by the Commanding Officer of CED, but not less than once a year.

ERC is responsible for:

- Discussing the current engagement strategies for effectiveness.
- Discussing cross-organizational goals, current community policing and problem-solving plans and outcomes, and programming.
- Assessing existing framework by remaining abreast of emerging community policing strategies and best practices employed by other law enforcement agencies.
- Developing new ideas or strategies.
- Recognizing the District Captains for following best practices in community engagement, and monitoring progress and growth.

Department representatives include:

- Commander of the Community Engagement Division-(Chair)
- Commanders of the Field Operations Bureau (Co-Chairs)
- Community Liaison Officer (CLO) representative
- A Training Division representative (from FTO, CPT, etc.)

Community representatives may include:

- Representatives from the Department of Police Accountability, ~~SF Safe~~, Department of Public Health, and Controller's Office
- Two representatives from the Department's Community Police Advisory Board
- Other community members

SECTION VI: DATA COLLECTION, METRICS, AND SURVEYS

Community Engagement Tracking and Data Collection

District Station Captains shall digitally track all community engagement activities via standardized electronic templates provided by CED.

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 internal and external review of the Department's community policing and community engagement practices.

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.

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.

Community Policing Metrics

The Community Engagement Division shall utilize the Community Policing performance objectives (*Community Policing Strategic Plan*) as well as qualitative and quantitative success criteria from each station, unit, and detail. CED will share the performance results across the Department and Community on an annual basis as stated 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 *Community Policing Strategic Plan*, DGO 1.08, and this manual.

Surveys

The Department has created a community survey link on the Department's website to obtain valuable community feedback on the effectiveness of our community engagement events and programs which will assist the Department in the development of our strategies to meet the needs of the community. Community surveys advance a data collection and metrics plan to ensure accountability on a review process to determine effectiveness and meets the Department's Community Policing Strategic

Initiative of Measure and Communicate by creating a communication channel between the Department and the community where information and feedback is received and shared. The Department will utilize this feedback to enhance the Department's community policing and problem-solving strategies. The purpose of this order is to outline the process of review and tracking of community survey results for dissemination to Department units in support of their community engagement strategies.

Survey Policy

The Commanding Officer of CED's Youth and Community Engagement Unit (YCEU) shall oversee the process of conducting, monitoring, and analyzing community surveys. The YCEU Sergeant and assigned community engagement analyst shall liaison with Department Bureaus and District Stations to support their annual community policing plans through the facilitation of surveys and dissemination of survey results regarding hosted events and programs. Survey results will be used to assist in the development of crime prevention and community policing strategies.

Survey Procedures

The YCEU Sergeant and Community Engagement Analyst will coordinate with Department Bureaus and District Stations on a regular basis to discuss facilitation of community surveys for events or programs. The YCEU Sergeant and assigned analyst shall review, analyze, and share survey results of events and programs and produce a summary report to be shared on a monthly basis. The survey results will be shared via the following platforms:

- Community Engagement shared file located on active directory desktop
- Monthly meeting with District Stations Community Liaison Officers
- Monthly Field Operations Bureau meeting with District Captains

Community survey results will be incorporated for accountability in the Department's Annual Report on Community Policing and will be posted on the Department's webpage for public viewing. The Community Engagement Division will provide the annual report to the Internal Review Committee according to DGO 1.08.

Survey Results

Visit SFPD's webpage. Go to "Community Surveys" under the Community page.

REFERENCES

1. Arizona State University Center for Problem-Oriented Policing - [ASU Center for Problem-Oriented Policing](#)

2. California Commission on Peace Officer Standards and Training, Basic Course Workbook Series, Learning Domain 3, Principled Policing in the Community, Version 5.1
3. Chief's Directive - Chief's Community Police Advisory Forum
4. Community Engagement Division Unit Order # 20-01; Youth and Community Engagement Unit; Youth Programs
5. Community Engagement Division Unit Order # 21-01; Youth and Community Engagement Unit; Community Surveys
6. Community Engagement Division Unit Order # 21-02; Community Engagement Strategy Involving Historically Underrepresented Communities
7. Department Bulletin 18-099 / The San Francisco Police Department Strategic Plan 1.0 Rollout and First Steps
8. Department Bulletin 19-165 / Community Policing Strategic Plan
9. Department General Order 1.08 / Community Policing
10. Department General Order 3.09 / Department Awards
11. Department General Order 5.20 / Language Access Services for Limited English Proficient (LEP) Persons
12. Department Manual-23 / Community Ambassador Program
13. Department Manual-24 / Community Police Advisory Boards (CPAB)
14. Department Notice 21-019 / Annual Community Policing Strategy
15. Department Notice 21-028 / SFPD Diversity Strategic Plan
16. Department Notice 21-056 / Instructions for Completing and Routing Community Policing Tracking form SFPD 509
17. Department Notice 22 – 049 / DGO 3.09 "Department Awards"
18. Department Notice 22 – 051 / Safe Place Program
19. Department Notice 23 – 161 / Pink Patch Project to Support Breast Cancer Awareness
20. Department Notice 24 – 012 / Community Liaison Unit
21. Final Report of The President's Task Force On 21st Century Policing
22. FOB Bureau Order 19-01 / District Captains' Bi-annual Community Meetings on Use of Force (UOF) and Officer Involved Shootings (OIS)
23. FOB Bureau Order #20-01 / District Station Captains; 21st Century Policing discussions for Captains to have at their community meetings and forums
24. FOB Bureau Order #20-02 / District Station Captains; Newsletter Requirements
25. FOB Bureau Order #20-03 / District Station Captains' Bi-Annual Community Meeting on Officer Conduct, the Citizen Complaint Process and Bias-Free Policing
26. FOB Unit Order #20-04 / District Station Captains; Annual Community Policing Strategic Plan
27. FOB Bureau Order #20-05 / District Station Captains Quarterly Meeting Identifying DPA Complaint Allegation Trends and Remedying Step
28. SFPD Annual Community Policing Plan – PowerPoint
29. SFPD Community Policing Strategic Plan
30. SFPD Diversity Strategic Plan
31. SFPD Racial Equity & Inclusion Action Plan / Phase 1
32. SFPD Strategy 1.0

APPENDIX

PROPOSED

Appendix A

Annual Community Policing Plan

XXXXXX Station/Unit/Bureau



Safety with Respect

2

Presentation Template

This Power Point is a template for the information each Captain should be covering when briefing the Chief on their Annual Community Policing Plan. As such, this template presents the basic information and topics that should be covered in your presentation. Customize this template to your command and your plan. Topics to be covered should include, but is not limited to:

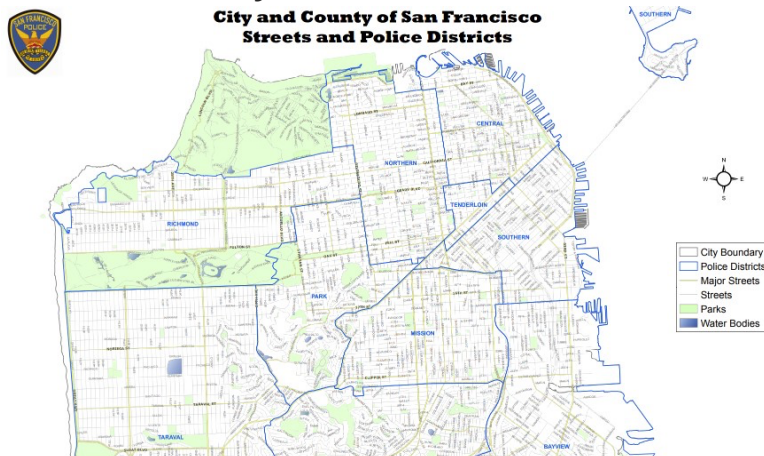
- District Overview
- Strategy 1.0 – Five Strategic Initiatives
- Goals and Objectives- Aligned with SFPD Community Policing Strategic Plan
- Community Partners and specific information regarding their participation and input in building this plan.
- Community Events
- Metrics
- Social Media Strategies
- Review and improvement process

District Overview

This section should give a brief overview of your district. Below are examples of information to consider including:

- Areas/Neighborhoods served by district
- Demographics of the district
- Historical Issues
- Significant Crime trends and data
- Station Staffing & Org Chart (e.g., staffing levels, specialized assignment, assigned beats, officer demographics, number of certified bilingual Officers and languages, etc.)

Foot Beat / Bicycle Locations – as staffing permits



Select your district and list "Location/Unit" for all foot and bicycle beats.

For a map of district boundaries visit www.sanfranciscopolice.org/yepd/sfpdstations/stationfinder | San Francisco Police Department

Strategy 1.0

Annual Community Policing Plans should also have a purpose that supports the Vision, Values, Goals, and Objectives of the Department's Strategic Plan 1.0. To deliver on the promise of SFPD Strategy 1.0, five high-level initiative clusters were identified, encompassing much of the Department's ongoing work, as well as, directing the development and prioritization of future initiatives. These same five clusters shall be incorporated into the Annual Community Policing Plans.

The five strategic initiatives are:

1. Collaborate
2. Improve Responsiveness
3. Measure and Communicate
4. Strengthen the Department
5. Define the Future

S.M.A.R.T.

It is important to define the goals and objectives from vague concepts to tangible strategies and initiatives:

Specific – What is the problem your goal is trying to solve? What area is your object trying to tackle?

Measurable – How was success measured? There are multiple ways different initiatives can be tracked, for example, a crime trend chart for the period of a specific high visibility operation, a social media post/campaign after a community event or attendance/participation/community reaction of an event.

Achievable – Plans should be feasible with the practical use of resources and written out in a way that can be implemented.

Realistic/Results – Goals should pertain to your area of responsibility and not overly broad. What are the anticipated results of goal and how will it affect public safety?

Time-Frame – Indicate the timeline for completion, or any notable milestones

All goals slides should include the elements noted above to provide a distinct picture of your district's or bureau's strategic plan and prevent "and-paste" language.

Goals and Objectives

The following sections are for you to highlight how your Annual Community Policing Plan ties into the Goals and Objectives of the SFPD Community Policing Strategic Plan. The five Goals are:

- **Goal 1:** Communication
- **Goal 2:** Education
- **Goal 3:** Problem-Solving
- **Goal 4:** Relationship Building
- **Goal 5:** SFPD Organization

The Goals and their corresponding objectives are outlined in the next several slides, which serve as an outline from which you can layout your strategic plan and how it aligns with the departments Community Policing Strategic Plan. You should utilize the corresponding objectives to customize your specific plan, but do NOT copy each objective verbatim.

Goal 1: Communication

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

What Strategies are you employing to meet the objectives of Goal 1

- **Objective 1.1:** Create a diverse set of communication channels between the SFPD and community
- **Objective 1.2:** Respond to request for service and information in a timely and transparent manner
- **Objective 1.3:** Solicit conversation, input, and collaboration from historically underrepresented groups
- **Objective 1.4:** Transparently communicate, publicize, and educate community about SFPD goals and policies

Goal 2: Education

SFPD both trains and is trained by the communities it serves

What Strategies are you employing to meet the objectives of Goal 2

- **Objective 2.1:** Train the community to empower them to improve community safety
- **Objective 2.2:** Invite third party and community instructor to contribute to SFPD training

Goal 3: Problem-Solving

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

What Strategies are you employing to meet the objectives of Goal 3

- **Objective 3.1:** Officers can connect individuals to resources when call for service is outside their scope
- **Objective 3.2:** Collaboratively identify and develop responses to local issues and concerns with individuals, community -based organizations, and city services
- **Objective 3.3:** Utilize a formalized problem -solving model across district stations

Goal 4: Relationship-Building

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

What Strategies are you employing to meet the objectives of Goal 4

- **Objective 4.1:** Increase visible officer presence and proactive, positive engagement with individuals outside of calls for service
- **Objective 4.2:** Provide unbiased, dignified, and equal treatment and access to resources to all community members

Goal 5: SFPD Organization

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

What Strategies are you employing to meet the objectives of Goal 5

- **Objective 5.1:** Develop policies, priorities, and procedures that are consistent across SFPD stations and bureaus and support neighborhood-specific plans
- **Objective 5.2:** The SFPD is adaptable and committed to continuous review and improvement
- **Objective 5.3:** Include civilian and front-line officer perspectives and input in decision-making and policy development processes
- **Objective 5.4:** Support restorative justice goals
- **Objective 5.5:** Support officers with sufficient resources
- **Objective 5.6:** Recruit SFPD members who reflect the city's diversity and know the communities they serve
- **Objective 5.7:** Integrate community policing values in recruitment, training, and professional development of SFPD members
- **Objective 5.8:** Deployment strategies maintain consistency in practices and continuity of the community's relationship with the SFPD
- **Objective 5.9:** Support groups historically underrepresented in police departments in professional development
- **Objective 5.10:** Hold officers accountable for their actions and embodying community policing tenants

Community Partners

Who are the community stakeholder and partners that are informing your plan and your strategy? Per DGO 1.08 and recent legislation (Supervisor Mar), community input **SHALL** be included in developing these plans. This collaboration needs to be prominently included within the plan. Specific information regarding who participated and in what capacity to your plan. (Examples Below)

Business Districts

Faith Based Organizations

Community Leaders and Advocates

Community Organizations

Community Groups

Community Group Recognition

Who are the community stakeholder and partners who contributed to successful community events, problem solving projects and collaboration in building you Community Policing Plan.

Business/community members
recognition list

01/02/2022 - Community Safety Fair w/
SF Safe, Self Help for The Elderly and
CYC.

02/06/2022 - Coffee w/ a Cop at Philz

03/08/2022 - Safety Walk w/ SF Safe,
Merchant's Association, and local
supervisor's office.

*Please use additional pages as needed.

Members of the Community that
provided input and collaborated
with XXX Station in building this
Community Policing Plan:

- 1.
- 2.
- 3.
- etc

Problem Solving

Detail problems/issues identified by the community that will be impacted by your Community Policing Plan (Examples Below). Be specific with who you are working with (community, city/outside agencies, non-profit, etc.) to develop your problem -solving plan. Identify metrics to evaluate effectiveness, such as crime stats related to issue, etc..

Pedestrian traffic fatalities

Burglaries

Robberies

Auto-Boosting

Quality of life issues

Community Events

What events are you planning to support your goals and objectives (identify which goals/objectives the events satisfy) Examples of events below. Be specific on when you plan for event to take place (i.e. August 20XX – Coffee with a Cop, National Night Out, etc..). In addition, include the community stakeholders that you will partner with to plan these events)

- Community Meetings
- National Night Out
- Coffee with a Cop
- Faith in Blue
- Neighborhood Safety Walk
- Merchant Walk

Metrics

Use this slide to outline what data sources you will use to evaluate your plans effectiveness and how will you measure success. Examples listed below, (more examples are contained in Appendix B of the SFPD Community Policing Strategic plan.)

- 911 calls
- 509 Problem Solving Forms
- Number of events held
- Stop Data
- Community Survey results
- Decrease in incident types tied to problem/issue
- Staff survey results
- Use of Force Data

Social Media Strategies

List the yearly plan to for your district station's social media strategies. Plan should include advertisement of events, surveys results, community outreach. Utilize social media outlets such as:

- Twitter
- Facebook
- Instagram
- Department website
- Station website
- Next door

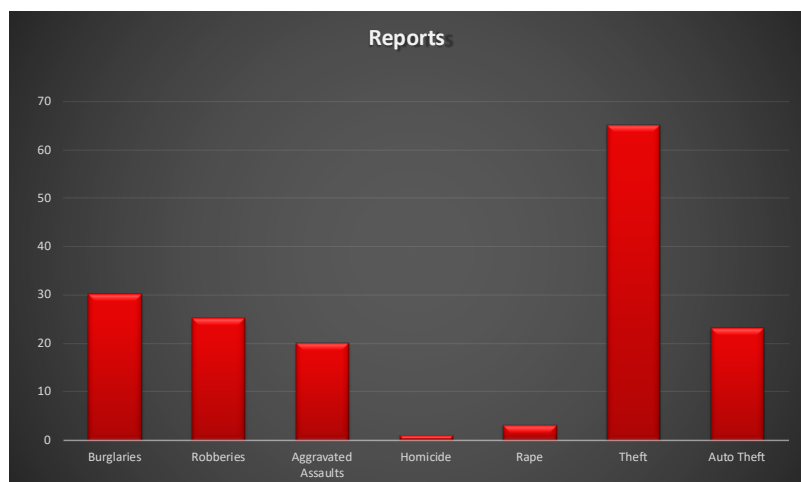
Review and improvement

This section should discuss the processes by which you will review progress on your plan, determine if changes need to be made, and make changes if necessary. (Examples below)

- Use of data and metrics
- Surveys
- Community Input
- Meetings with community stakeholders
- Meetings with officers assigned to area or issue
- Reviewing 509 Problem Solving Forms

Chart the data used to inform your plan

(Right click in the chart and select 'Edit Data' to alter the data fields and numbers to suit your need. You can use alternative stats/visuals from BI, COMPSTAT, etc. to show metrics customized to your command)



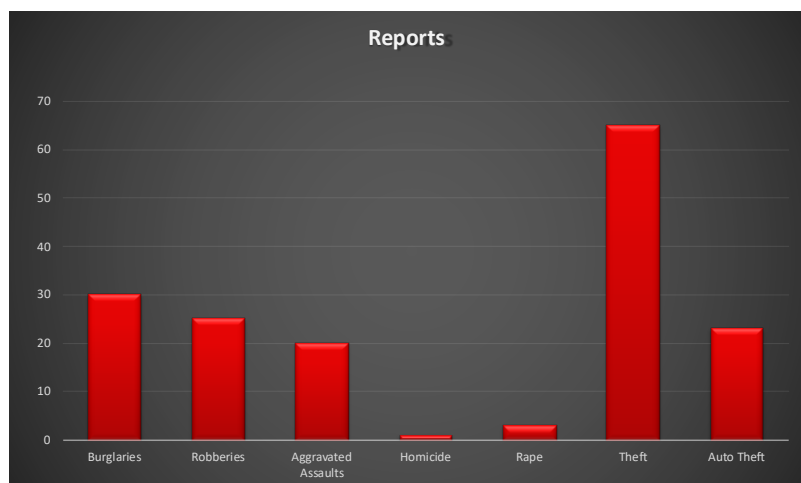
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Chart the data used to inform your plan

(Right click in the chart and select 'Edit Data' to alter the data fields and numbers to suit your need. You can use alternative stats/visuals from BI, COMPSTAT, etc. to show metrics customized to your command)



FUTURE GOALS

This section should discuss the vision and goals for upcoming year. List any initiatives that were not covered on the previous slides.

- Safety and Awareness training for XYZ
- Active Attack Training for XYZ
- Illegal Vending Task Force, in partnership with XYZ CBD, DPH, DPW, DPT, etc..

Thank you.

Any questions?

You can reach me at user.name@sfgov.org
Use Station Captain's Name

Appendix B. S.A.R.A. Problem-Solving Process

Any Officer, with express written approval from their Station Commanding Officer, can help solve community problems by using the community policing problem-solving framework.

- 1) **Scan:** What is the problem?
 - a. Impact on public safety
 - b. Who is affected.
 - c. Broad identification of goals by both complainant and officer
 - d. Collection and review of related reports, calls for service, photographs, etc.
- 2) **Analysis:** What is contributing to the problem?
 - a. Identification and understanding of the conditions and circumstances and precedes the problem. What other laws, ordinances, policies can be utilized to help
 - b. Evaluation of prior responses
 - c. A thorough exploration of the data collected, and identification of additional data
 - d. Determine any best practice models related to the problem
 - e. Narrow scope of problem
 - f. Determine why the problem is occurring
- 3) **Response:** What can we do to improve the problem?
 - a. Assemble working group
 - b. Identify opportunities for intervention using the crime triangle
 - c. Look for non-police alternatives to work in conjunction with conventional police strategies
 - d. Apply best practice models as appropriate
 - e. Identify specific objectives (with measurable metrics), timelines, and assignments
 - f. Execute Problem Solving Response plan
- 4) **Assessment:** Did the response work?
 - a. Compare pre and post response plan metrics
 - b. Determine if objectives were met
 - c. Identify new strategies based on information from assessment
 - d. Document assessment in the Problem-Solving Report (Memorandum).

Appendix C. Administration Form - Problem-Solving Intake Form



Problem Solving Intake Form



Taken By: _____

Star: _____

Date: _____

Time: _____

Location: _____

Method of complaint (verbal, email, police generated): _____

Complainant: _____

Summary of complaint. _____

Attachments: Yes _____ No _____

Sergeant Reviewed: _____

Star: _____

Date: _____

Lieutenant approved: _____

Star: _____

Date: _____

Captain Received: _____

Date: _____

Captain's staff only

Problem Solving File #: _____ (i.e. Co.B-24-001)

Assigned to: _____

Due Date: _____

The assignment of Problem-Solving Manager is to occur within 7 days of initial intake. A copy of this form is to accompany Problem Solving Assignment Form.

NOTE: Captains are to forward the Problem File to their appropriate Division Commander. Division Commander is to forward the Problem File to the Commander of CED for review and selection of problem-solving effort to be presented to the Community Policing Problem Solving Oversight Committee.

Appendix D. Administration Form - Problem-Solving Assignment Form



Problem Solving Assignment Form



File Number: _____ (i.e. Co.B-24-001)

Problem Solving Manager: _____

Date of Initial Intake: _____

Date Assigned: _____

Notes to Problem Solving Manager:

Due Date: _____ (30 calendar days from the date of the initial complaint received)

Captain: _____ § Date: _____