SAN FRANCISCO POLICE DEPARTMENT

Community Policing & Problem-Solving Manual

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San Francisco Police Department Community Engagement Division and Contributed Members

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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 our organizational philosophy, a management tool, and is a strategy of policing that focuses on building relationships and working closely with members of the community. The central goal 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 a 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.

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 all 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.

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

How a Sergeant Contributes to Community Policing Efforts

Patrol Sergeants should recognize and acknowledge those Officers who excel at working collaboratively with the community and in conjunction with other city resources, to problem-solve local problems and increase safety for residents, visitors, and officers. This recognition should be expressed in Performance Improvement Program (PIP) evaluations. Sergeants should recognize officers through commendations, awards (Crisis Intervention Team Award, Community Policing & Problem-Solving Award, and Officer of the Month/Year Award) and by taking the time to personally acknowledge an officer when they are doing outstanding work.

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 long-term collaborative effort for community problem solving as the primary method of reducing crime.
- 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 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, activist groups, etc.
- Assure Officers that they have adequate resources to assist with attaining long-term solutions to 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 as a way of review, acknowledgement, and improvement.

How a Lieutenant Contributes to Community Policing Efforts

The role of the Lieutenant, 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 local organizations and individuals as liaisons between officers and the community by acting as the point of contact at the district station.
- Attend community meetings, neighborhood meetings, business meetings, and other organizational meetings, when possible, to provide communication regarding issues occurring in their district.
- Emphasize the importance of community policing and customer service 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 the Officers part in their efforts towards long-term problem-solving resolutions.
- Provide support to Sergeants and Officers in their efforts to address community concerns by allowing the time and resources necessary for positive results.
- Maintain open and frequent communication with Sergeants, Officers, and the community to remain informed.
- 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.

How a Station Captain Contributes to Community Policing Efforts

The Station Captain is a very important part of building and strengthening Community Policing and Problem-Solving initiatives and should work directly with the Lieutenants, Sergeants, city agencies, and representatives from the community. Station Captains must remain actively involved and informed on all Community Policing and Problem-Solving efforts occurring in their districts. 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:
- Acknowledge that community policing and problem-solving only works if all parties involved believe in the process.
- 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.
- Ensure that Community Policing and Problem-Solving efforts are publicized via social media, websites, newsletters, video messaging, etc.
- Maintain a working knowledge of available resources, and community partnerships.
- Support Officers in their efforts to address community concerns by providing the time and resources necessary when feasible.
- 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.

How CED and the Commander of CED Contribute to Community Policing

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.

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:
- Meet regularly with the Chief of Police, the Deputy Chief of the Field Operations Bureau, and the Director of Media Relations to strategize on community policing initiatives and efforts.
- Manage and facilitate the Chief's Community Police Advisory Forum (CCPAF), which reviews, audits, and promotes the Departments community policing efforts.
- Work in partnership with the training division to assist in the development of community policing training curriculum.
- Attend community-based organization meetings to ensure their needs and concerns have been addressed.
- Regularly review the status of the public safety and quality of life assessments.
- Review existing departmental documentation (e.g., community policing manuals, notices, worksheets, resource cards, etc.) and make specific recommendations as to what changes and updates are deemed relevant.
- Manage the community engagement process set forth in SF Admin Code 96I.1(a).

How the Administration Bureau Contributes to Community Policing Efforts

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 Divisions and Units listed below contribute to the Department's community policing goals in the following ways:

The Academy Training Division
- The Training Division is to develop and implement training programs 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 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 receive training in community policing.

The Academy: Professional Development
The San Francisco Police Department is dedicated to each member's professional development. To achieve professional and personal growth, the 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). The 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 (published 12/31/2020). The 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 serves 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 Operations 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 2-5 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 (YCEU)

Community Liaison Unit & Community Liaison Officer

Limited English Proficiency (LEP) & Language Access Liaison

Chief's Community Police Advisory Forum (CCPAF)

Auxiliary Law Enforcement Response Team (ALERT)

SFPD Cadet Program

Reserve Police Officer Program

Neighborhood Safety Team (NST)

Community Ambassador Program

Pink Patch Project

Safe Place Program

The following programs and activities are supported by CED

Town Hall Meetings – Officer /involved Shooting (OIS)
CED serves as a liaison between the Department and the family of the injured or deceased subject of an 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 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 Community Police Advisory Board (CPAB). CED also assists the City-wide CPAB Steering Committee. For more information, please refer to SFPD Community Police Advisory Boards (CPAB) Department Manual - 24.

Department Awards
COMMUNITY-ORIENTED POLICING/PROBLEM-SOLVING AWARDS
All Department members are eligible to receive these awards. There are two types of community-oriented policing/problem-solving awards:
1. The Strategic Problem-Solving Award is granted to a member for developing an original approach to solving a significant, on-going problem in an effective way. The problem must be material and must relate to crime, disorder, or quality of life concerns.
2. The Community Engagement Award is 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.

District Station Community Engagement Activities

DGO 1.08 states that District Captains shall implement a minimum Community Engagement practice as outlined in this manual. This manual establishes the "14 Minimums" which is a list of 14 community engagement activities that each District Station shall plan and participate in and report on during Comp Stat meetings. Each District Station shall have a yearly community policing engagement goal that includes the following 14 activities:

1. Weekly Newsletter
2. Annual National Night Out
3. Weekly Event Conference Call Update (Thursdays)
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:

Page 1
- Item 1: Station Logo and/or SFPD logo and/or station picture
- Item 2: Captain's Message
- Item 3: Information on Upcoming Station Community Meeting
- Item 4: Link to chief's message

Page 2
- Item 5: Officer of the month
- Item 6: Citizen of the month

The following items will vary in length due to content. These items are required in order, and the number of pages will vary.

- Item 7: Definition of a suspicious activity
- Item 8: Definitions of Community Policing
- Item 9: Definition of Crimes
- Item 10: Community Engagement, Events, Projects, Flyers
- Item 11: List of crimes
- Item 12: Plan to address crimes, including any tips from the community
- Item 13: Map of crimes (Same format as Central's newsletter)
- Item 14: Comparisons of bi-annual crime maps (1st week of Jan and 1st week of June)
- Item 15: Notable Arrests / Incidents of notes
- Item 16: Monthly comparison of crimes (Provided only in the last week of the month)
- Item 17: Summaries of Supreme Court case laws relevant to policing will be released every 3 months (First week of Jan, April, July & Oct)
- Item 18: Relevant Press Releases
- Item 19: Advertisements for Police Programs. These items can be rotated in and out on a weekly basis: ALERT, PAL, Recruitment, Community Police Academy, Reserves, and Cadets.
- Item 20: Feedback/comments from community
- Item 21: Work/updates – CPAB will be included on monthly basis (1st week of the month)
- Item 22: Station's vision & values
- Item 23: Station contact's 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.

Featured 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.

Featured 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
- District Station Captains Monthly Community Meetings
  - 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.

- District Station Captains' Bi-Annual Community Meeting

o 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).

o 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 Requirements: Twitter, Facebook and Website
Each District Stations should have a strategy for engaging the community via social media. Each station should have either a 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 III: 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 (CAU), Crime Community Strategic Meeting (CCSM), and other SFPD data analytics / electronic platforms (Teams App, Benchmark, Business Intelligence, etc.).

Below is the S.A.R.A. Model described:

S.A.R.A. Model: Provides an avenue to address community problems and includes the community in resolving problems. For more details, please see Appendix B.

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

Definitions – Issue and Problem

Issue: A disorder or public safety complaint, by way of call for service, or some other fashion of complaint (email, walk-in to station, on-view) that:
1) Can be significantly reduced, or solved with a single or minimal police response, and/or
2) Is the sole jurisdiction of another public partner and has no relation to public safety, and/or
3) Effects a single entity or person.

Examples of Issues
1) Broken Street lights
2) Loud music being produced by a "cooperative" source.

Problem: A complaint that is directly or indirectly related to public safety, that is:
1) Ongoing,
2) Affects 2 or more people or entities,
3) Typically falls within policing responsibilities.

Examples of Problems
  1) Ongoing drug dealing in front of a liquor store.
  2) Multiple calls for service, by multiple callers, 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. (Scan, Analyze, Respond, Assess). It is important to note that historically when attempting to address ongoing problems (even outside of the context of Problem Oriented Policing), 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 San Francisco Police 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 expressed written approval from their Station Commanding Officer, can initiate the steps below to conduct community policing problem-solving to find a solution to any community problem.

The components of each step of the Problem-Solving process are as follows:

  1) **Scan**: What is the problem?
      a. Impact of problem on public safety
      b. Those affected.
      c. A broad identification of goals by both complainant(s) and intake officer
      d. Collection and review of related reports, calls for service, photographs, background information of individuals, complaints, etc.

  2) **Analysis**: What is contributing to the problem?
      a. More specific identification and understanding of the conditions, and what's accompanying 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 to be included.
      d. Collection of best practice models related to the problem.

    e. Narrow scope of problem.
    f. While there may be several answers to this, problem solvers must answer "why is the problem 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, timelines, and assignments. Consider sub-groups.
        i. Identification of measurable metrics need to accompany some or all the objectives.
        ii. Develop baseline metrics for the problem. (Qualitative and/or quantitative).
    f. Execute Problem Solving Response plan.

4) **Assessment**: Did the response work?
    a. Conduct process evaluation and summarize.
        i. Compare pre and post response plan evaluation of metrics.
        ii. Answer if objectives were met.
    b. Identify new strategies based on information gleaned from assessment.
    c. Document assessment in Problem Solving Report (Memorandum).

Problem Intake
Members are to utilize the *Administration Form - Problem-Solving Intake Form* (Appendix C) to start the initial Problem-Solving process. 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.
    a. File No: 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 *Administration Form - Problem-Solving Assignment Form* (Appendix D).

4) The Captain is to provide a roadmap of expectations, a due date (30 calendar days from the date of the initial complaint received), and is to 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 Commander of the 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 the Arizona State University Center for Problem-Oriented Policing website: [ASU Center for Problem-Oriented Policing](#) or scan the QR Code on the top of this section for additional information and resources related to best practices for problem-solving strategies.

Please 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

Note: CED Unit Order 21-02: The Community Engagement Problem-Solving Framework, had been utilized in this section and can be reviewed to help guide through the problem-solving process.

Community Policing Tracking and Action Items/Issues Raised Forms

S.F. Police Department Community Policing Tracking Form (SFPD 509), and Chief's Community Police Advisory Forum (CCPAF) / Community Police Advisory Board (CPAB) - Action Items/Issues Raised Form (598A)

As part of this commitment, the department, through its Community Policing Strategic Plan, has made the collection and analysis of data related to community policing a priority. The Department's Problem-Solving Objectives are:

- To utilize a formalized problem-solving model across district stations.
- To collectively identify and develop responses to local issues and concerns with individuals, community-based organizations, and city services.
- To provide Officers the resources to connect individuals to resources when call for service are outside of their scope.

Defined below is the procedure that explains how to complete the SFPD Form 509 (S.F. Police Department Community Meeting and Issue Tracking Form) and how to route the Form 509 to the Community Engagement Division.

Form 509's purpose is tracking issues and concerns of members of the public, businesses, and community organizations throughout San Francisco. The 509 form is a record showing how the issues or concerns are addressed either by the Police Department or other city agencies. This form can be used as a reference, once closed, if the same issues or concerns arise again.

This form shall be used at District Stations for contact with members of the public and business owners when issues or concerns are reported, even if the issues or concerns are non-police related. Non-police related means the Police Department is not needed in any manner to resolve a particular issue or concern. This multi-use form shall be completed when Department members are notified of an issue or concern from a community member during a community, neighborhood, or business organization meeting, **except** for issues raised during Community Police Advisory Boards (CPABs) and the Chiefs Community Police Advisory Forums (CCPAFs) meeting. For issues and concerns raised during CPAB and CCPAF meetings, members shall continue to utilize SFPD Form 598A.

Upon completion of Form 509, members shall forward the form to their station or Bureaus Community Liaison Officer (CLO) or Community Liaison Sergeant. CLO's or Community Liaison Sergeants will coordinate resolution to the identified issues, ensure 509 forms are completed, and upload the forms to their station/bureaus Problem-Solving Worksheet folder in the shared electronic platform.

All issues or concerns reported on a Form 509, regardless of if they are police related or non-police related, should have some form of resolution within 30 days from the date it was filled out. If the issues or concerns are police related and requires more than 30 days, members should review the issue with their unit CLO, CLO Sergeant, or reach out

to the Community Liaison Unit for assistance. If the issues or concerns are non-police related and the appropriate City agency did not resolve the issues or concerns in 30 days, work with your unit CLO to determine if additional support is needed.

After being uploaded to the shared folders, the 509 forms will be reviewed by the Community Liaison Unit (CLU), and upon final completion of the problem-solving worksheet, the forms will be reviewed and signed off by the Sergeant, Lieutenant, and Captain of the Community Engagement Division. The goal of this review process is to not only ensure completeness of the forms, but to analyze the data received to learn from and improve the department's community policing outreach. CED will use the collected information provided in Form 509 for the Community Policing Annual Report.

CED/CLU will utilize monthly meetings with CLO's and CLO Sergeants to review and share best practices, provide additional support and guidance, and provide training as needed. CED/CLU will share best practices learned from these meetings with members and captains.

Any member requiring assistance with the Form 509 may contact the Community Liaison Unit at 415-558-5466 or SFPDCLU@sfgov.org.

Both forms are available through the SFPD Forms folder or through PowerDMS.

The above was referenced from and for more information, please refer to Department Notice: Instructions for Completing and Routing Community Policing Tracking Form SFPD 509.

There are two different review committees that are outlined in DGO 1.08. The Internal Review Committee and the External Review Committees.

The Internal Review Committee
During the month of January, the Commander of the Community Engagement Division shall schedule a meeting to review the outcomes of Community Policing, Engagement, and Problem Solving. The Deputy Chief of the Field Operations Bureau and the Commanders of the Metro and Golden Gate Divisions shall select three district captains who engaged in successful and innovative community policing practices during the previous year to serve as peer-to-peer trainers to the other district station captains and lieutenants for the current year. Such trainers shall also seek local community input on effective strategies and future goals.

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

Community Policing and Problem-Solving Implementation Committee
This committee will meet on a quarterly basis and will be responsible for reviewing the Department's overall efforts on Community Policing and Problem-Solving. In addition, the Committee will be responsible for:
- Discussing the current engagement strategies for effectiveness by reviewing evaluations from community survey feedback and discussing programming.
- Discussing cross organizational goals, current community policing and problem-solving plans and outcomes.
- Regularly 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.

The committee will consist of both Department and community members selected by the chair of the committee in consultation with our city and community partners. Department representatives include:
- Commander of the Community Engagement Division, Chair
- Two District Station Captains (one from the Metro Division and one from the Golden Gate Division).
- Captain, Lieutenant, and Sergeant of the Community Engagement Division.
- A Community Liaison Officer Representative selected by the Department Captains.

- Community representatives 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 as selected by the Commander of the Community Engagement Division.

Community Policing and Problem-Solving Oversight Committee
This committee will be responsible for overseeing community policing and problem-solving strategies and will focus on:
- Recognizing the District Captains engaged in best practices and utilizing them as peer trainers for other Captains.
- Reviewing best practices and monitoring progress and growth.
- Auditing District Stations to determine if the stations are meeting outcomes, effectiveness of the electronic platform, and the problem-solving efforts, following best practices in community engagement and formalized problem solving as outlined in the Community Policing and Problem-Solving Manual (DM2).
  The committee will consist of:
- Deputy Chief of the Field Operations Bureau and Commander of the Community Engagement Division (Co-Chairs).
- Commanders of the Field Operations Bureau.
- Captains from the Community Engagement Division, Metro and Golden Gate Divisions (Rotated quarterly).
- Lieutenant of the Community Engagement Division.
- A representative from the District Attorney's Office.
- Representative from training division (FTO, CPT, etc.)
- Community Stakeholders to serve a 1-year term as designated by the co-chairs.

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

The above was referenced from and for more information, please refer to DGO 1.08 – Community Policing.

Data Collection, Metrics & Surveys

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

All Department sponsored events shall collect data, which includes feedback from the community, to help measure the effectiveness of our community policing and engagement strategies. This data will be used during 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 (outlined in the Community Policing Strategic Plan) as well as qualitative and quantitative success criteria from each station, unit, and detail. The Community Engagement Division will share the performance results across the Department and Community on an annual basis as 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 overall Community Policing Strategic Plan, Department General Order 1.08 and for this manual, as amendments to the policy.

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 the Youth and Community Engagement Unit within the Community Engagement Division 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 the 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. As outlined under DGO 1.08, the Community Engagement Division will provide the annual report in December for review by the Internal Review Committee on the effectiveness of strategies, engagements, and outcomes. The committee will consist of the Deputy Chief and the Commanders of the Field Operations Bureau and Community Engagement Division.

Survey Results

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

Scan the QR Code next to "**Surveys**" in this section to access community surveys.

For more information, please see DGO 1.08 Community Policing, and CED Unit Order 21-01.

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

Appendix A. Annual Community Policing Plan – PowerPoint

Annual Community Policing Plan

XXXXXX Station/Unit/Bureau

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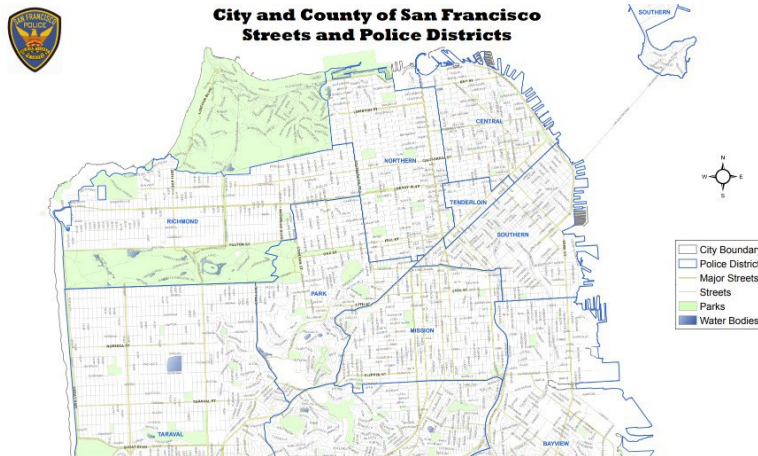
Select your district and list "Location Unit" for all foot and bicycle beats.

For a map of district boundaries visit Station Finder | San Francisco Police Department www.sanfranciscopolice.org/your-sfpd/sfpd-stations/station-finder

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/**R**esults – 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 "cut-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 tenents

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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

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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
- Coffee with a Cop
- Neighborhood Safety Walk

- National Night Out
- Faith in Blue
- Merchant Walk

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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
- Number of events held
- Community Survey results
- Decrease in incident types tied to problem/issue
- Staff survey results
- Use of Force Data

- 509 Problem Solving Forms
- Stop Data

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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
- Instagram
- Station website

- Facebook
- Department website
- Next door

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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

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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)
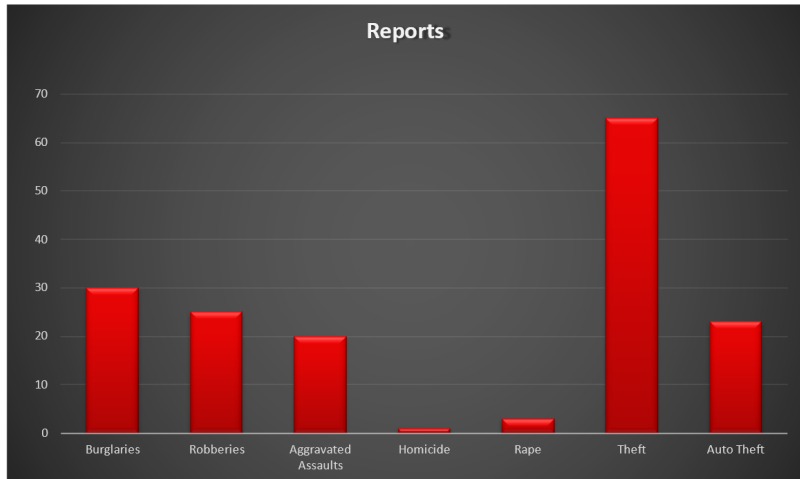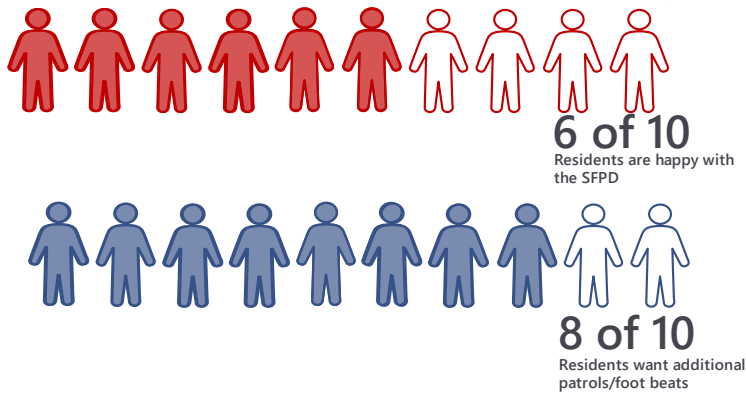
Impact on Public Safety

The overall goal of your community policing plan is to increase public safety and reduce crime. In this section, be very specific on how these plans have and will impact public safety. This could be results (or anticipated results) from a problem-solving initiative to abate a certain crime/complaint or from the trust and relationships built with certain communities as a result from holding community events.

Use diagrams to explain your ideas

DELETE THIS NOTE. The shaded figures are superimposed over the blank ones. Copy and paste one-by-one to edit.

6 of 10
Residents are happy with the SFPD

8 of 10
Residents want additional patrols/foot beats

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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..

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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 expressed written approval from their Station Commanding Officer, can initiate the steps below to conduct community policing problem-solving to find a solution to any community problem.

The components of the *S.A.R.A. Model* process are as follows:

1) **Scan**: What is the problem?
    a. Impact of problem on public safety
    b. Those affected.
    c. A broad identification of goals by both complainant(s) and intake officer
    d. Collection and review of related reports, calls for service, photographs, background information of individuals, complaints, etc.

2) **Analysis**: What is contributing to the problem?
    a. More specific identification and understanding of the conditions, and what's accompanying 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 to be included.
    d. Collection of best practice models related to the problem.
    e. Narrow scope of problem.
    f. While there may be several answers to this, problem solvers must answer "why is the problem 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, timelines, and assignments. Consider sub-groups.
        i. Identification of measurable metrics need to accompany some or all the objectives.
        ii. Develop baseline metric for the problem. (Qualitative and/or quantitative).
    f. Execute Problem Solving Response plan.

4) **Assessment**: Did the response work?
    a. Conduct process evaluation and summarize.
        i. Compare pre and post response plan evaluation of metrics.
        ii. Answer if objectives were met.
    b. Identify new strategies based on information gleaned from assessment.
    c. Document assessment in 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: _____