

DPA Recommendation Grid for Community Policing Manual

#	DPA Recommendations for Community Policing Manual	SEC or p. #	Date Submitted	SFPD response	SFPD explanation	Open/Closed
R1	Suggest adding language about the guardian mindset from Strategic Plan in the Statement of Purpose. "Our work is guided by the guardian mindset and we recognize our role is rooted in empathy, understanding, and mutual respect. We partner and engage with community members and organizations to jointly identify and solve local challenges and increase safety for residents."	Statement of Purpose (p.6)	10/30/23	Recommendation will not be included in draft Manual	Due to the fact that this portion of the Manual has been removed.	closed
R2	DPA acknowledges the importance of adding the Section on Procedural Justice but recommends not using passive voice. We recommend additional edits to add clarity. (See comments on actual manual)	Procedural Justice	10/30/23	Recommendation will not be included in draft Manual	Due to the fact that this portion of the Manual has been removed.	closed
R3	Use "community member" not "citizen" per DOJ recommendations	Use Control F	10/30/23	Recommendation has been included in draft Manual	Applied recommendation to draft.	closed
R4	DPA recommends that patrol officers be given specific direction to "solicit conversation, input, and collaboration from underrepresented groups" (Objective 1.3) Bridging the divide between SFPD and communities of color should be a priority of community policing and should be addressed by all members no matter the rank or assignment.	Role of Patrol Officers – p.19	10/30/23	Recommendation will not be included in draft Manual	The Department believes that giving specific step by step direction on how to solicit feedback would work in opposition of allowing officers to remain mindful and flexible during interactions with community members. While this is listed as a consideration in the Community Planning Strategic Plan, the working group determined that organic interactions are more valuable to bridge gaps than step by step procedural conversations where an officer is seemingly following directions instead of thoughtfully engaging with community members.	closed
R5	DPA recommends that the manual explain specifically how SFPD will "train the community to empower them to improve community safety." Objective 2.1. What is the action plan and how will its success be measured? We understand there will be community meetings but how specifically will the community be trained?	Officers, Sergeants, Lieutenants, Captains	10/30/23	Recommendation included in other procedural or guidance document	There are 21 Objectives listed in this Manual. The only time action plans are mentioned relate to initiating a Racial Equity & Inclusion Action Plan through the Office of Racial Equity or as direction to create an action plan under the problem solving framework. An Action Plan is a stand alone document that can accompany a Strategic Plan but is not appropriately placed within a Manual, and only addressing one of the 21 Objectives. The Department could consider adding a bullet point directing the Department to "create an action plan to address training the community to empower the community and include a way to evaluate the impact and outcomes."	closed
R6	DPA recommends explaining in practical terms how a patrol officer is to "focus on root causes rather than reactive solutions" in their everyday work? Seems abstract.	Patrol, Problem solving, p. 20	10/30/23	Recommendation will be modified and included in the draft Manual	SFPD elaborated. "Focus on root causes rather than reactive solutions utilizing the problem-solving framework from the SARA model".	closed
R7	Recommend clarifying how an officer can "commit to a structured approach to address root causes of important community issues . . what is a "structured approach" in this context?	Patrol, Problem solving, p. 20	10/30/23	Recommendation will be modified and included in the draft Manual	SFPD elaborated and used content from Community Policing Strategic Plan. "Committing to a structured approach to address the root causes of important community challenges builds trust between officers and community members, and creates time for officers to invest deeply in the communities they serve"	closed
R8	Suggest "commitment" rather than "investment"	Relationship Building (p.20)	10/30/23	Recommendation has been included in draft Manual	Applied recommendation to draft.	closed
R9	Suggest "community relationships" rather than "relationships" to clarify with whom officers should have a strong relationship.	Relationship Building (p.20)	10/30/23	Recommendation has been included in draft Manual	Applied recommendation to draft.	closed
R10	Suggest replacing second bullet with the following: "A police department that reflects the community it serves makes it easier for community members to connect and work with that department."	SFPD Organization p. 20	10/30/23	Recommendation has been included in draft Manual	Applied recommendation to draft.	closed
R11	Last sentence of first paragraph, suggested language: ". . . and by taking the time to personally acknowledge an officer when they are doing outstanding work."	Role of Sergeant (p.21)	10/30/23	Recommendation has been included in draft Manual	Applied recommendation to draft.	closed
R12	The sections on Sergeants, Lieutenants, and Captains, have the same grammatical error. It should read "duties and responsibilities include, but are not limited to, the following."	Sections on sergeants, LTs, and Captains	10/30/23	Recommendation has been included in draft Manual	Applied recommendation to draft.	closed
R13	Also, DPA recommends that the community policing duties be mandatory, not discretionary.	Sections on sergeants, LTs, and Captains	10/30/23	Recommendation will not be included in draft Manual	DGO 1.08 has language that codifies community policing duties. As outlined in the Manual, these guidelines are aspirational and represent the standards the supervisors should strive to uphold but are not generally enforceable as firm or static requirements.	closed
R14	Second to last bullet. What type of explanations are you encouraging investigators to give? Suggest clarifying.	Role of the Investigations Bureau, p. 25	10/30/23	Recommendation will be modified and included in the draft Manual	Department has revised this bullet point to read as follows: "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."	closed
R15	DPA recommends adding a section setting forth the Investigation Bureau's commitment to treating cases equitably. Namely, that the same police resources will be given to solve crimes perpetrated against victims of color as when a victim is affluent or white.	Role of the Investigations Bureau	10/30/23	Recommendation will not be included in draft Manual	This recommendation implies that specifically the Investigations Bureau handles the resources related to their cases based on the socioeconomic status or racial background of victims. The DPA recommendation is posed as if people of color cannot also be affluent. The Department does not support this as factual or requiring the specific resolution as suggested by DPA, but does agree that it should be affirmed throughout the Manual that all policing services should be handled in an equitable way.	closed
R16	Not sure what this means: "The Training Division should also provide and receive community policing training to and from the community." Suggest clarifying.	Training Division section	10/30/23	Recommendation has been included in draft Manual	This bullet point will be omitted from draft.	closed
R17	DPA recommends incorporating the contents CED Unit Order 20-01 directly into the CP manual rather than referring to it or summarizing.	YCEU – p.30	10/30/23	Recommendation has been included in draft Manual	Applied recommendation to draft.	closed
R18	DPA recommends that SFPD commit holding Town Halls in a hybrid manner so people can attend remotely or in person to facilitate dialogue between Chief of Police and community	Town Halls	10/30/23	Recommendation will not be included in draft Manual	The decision to hold OIS Townhall virtually, in person or as a hybrid should not be mandated through a Department Manual and are at the discretion of the Chief of Police and leadership team. The virtual townhalls have proven to average at a higher engagement rate than the in-person townhalls. The public comment period is not necessarily designed for a dialogue between the Chief and the attendees. While the Chief has the discretion to respond to questions, there typically was no dialogue between attendees and command staff members during in-person Townhall meetings.	closed
R19	DPA recommends that SFPD commit to providing notice on all social media platforms and post multiple times, not just once. SFPD currently does not post town hall information on Instagram.	Town Halls	10/30/23	Recommendation will not be included in draft Manual	This activity falls under the direction and discretion of the OIC of Media Services and does not fall under the authority of this Manual. Media Services manages all of the video packages (redacting, posting, SFGOVTV coordination, etc.) for OIS Town Halls and as such may not always have the bandwidth to mandate the number of times OIS town halls are advertised on social media. This recommendation has been forwarded to media services for awareness and consideration.	closed

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R20	DPA recommends that SFPD commit to holding Town Halls at a time that is best for the public. Friday afternoons ensure low turnout and are not advisable.	Town Halls	10/30/23	Recommendation will not be included in draft Manual	The Department has an internal mandate to hold OIS Town halls within 10 days from the incident. This may or may not fall on a Friday but removing the option may take the Department out of compliance depending on when the OIS occurred. The Department must consider many factors before committing to scheduling protocols and cannot commit to excluding particular days or afternoons other than weekends. While the Manual is not the appropriate document to codify these specific steps, this recommendation has been forwarded to the Policy and Public Affairs Unit for consideration.	closed
R21	DPA recommends that the manual contain concrete and detailed information as to how the CLU plans to gain the trust of diverse communities and how CLU's work in this area can be evaluated and measured.	CLU	10/30/23	Recommendation will be modified and included in the draft Manual	The CLO and CLU pages will be combined.	closed
R22	How does SFPD reconcile HSOC's listed core values with current policy of arresting drug users? Appear to be add odds. To enhance SFPD's credibility, we suggest clarifying HSOC's role as compared to routine patrol officers whose mission is to arrest.	HSOC	10/30/23	Recommendation will not be included in draft Manual	There is no HSOC policy that requires the arrest of drug users. HSOC, like any other unit, has core values that align with empathizing with the whole community. The impacts of open air drug use/sales in a community cannot be underestimated and are being addressed specifically through the DMACC partnership. The Department does not see this as misaligned issue needing reconciliation.	closed
R23	DPA strongly recommends that more than one person (the YCEU Sergeant) be tasked with identifying activists groups, community leaders in Black, Asian and Pacific Islanders, Latino, LGTBQ, youth, and other underrepresented communities. DPA recommends that the manual specify all LTs and Captains, with the assistance of patrol, be tasked with this duty as well. Improving relationships and problem-solving with marginalized groups is essential to solving crimes, building trusts, and co-policing with the community. Although, CED or any officer can set up meetings with these groups, DPA recommends that it actually be a duty for commissioned officers.	P. 63	10/30/23	Recommendation will be modified and included in the draft Manual	The Department will modify the language to clarify that the Commanding Officer of YCEU will collaborate internally and externally. Proposed revised language: "To increase communication with underrepresented populations across San Francisco, the Commanding Officer of the Youth and Community Engagement Unit (YCEU) within the Community Engagement Division (CED) will collaborate with internal units like the Working Group Unit, the Policy and Public Affairs Unit, Media Services, station Captains or their designees to help identify activist groups, community leaders, community-based organizations, and city agencies to work collaboratively to address issues in the African American Community, Asian and Pacific Islander Community, Latino Community, LGBTQ Community, Youth Community, and other underrepresented communities."	closed
R24	To ensure data transparency, DPA recommends that the raw data of the Community Engagement tracking be made available to DPA and the public.	p. 70	10/30/23	Recommendation will not be included in draft Manual	Raw data is unprocessed data that may not be immediately useful or informative until it undergoes processing or summarizing. Raw data can include community member identity information, which as the custodian of records, the Department is required to manage responsibly. Sharing raw data with an outside city agency should be codified in a formal agreement or MOU and not through a Manual that applies only to Department members. The request to share with the public will be forwarded to Legal counsel and Risk Management as raw data (much like draft documents) may be exempt from disclosure requirements.	closed
R25	DPA requests to be on the distribution list for the summary report of the community policing survey results.		10/30/23	Recommendation will not be included in draft Manual	The distribution list is an administrative function and not included in the Manual.	closed