REIMAGINING POLICY DEVELOPMENT

CITY & COUNTY OF SAN FRANCISCO

Police Department

October 12, 2022

Policy Development Evaluation

At the direction of the Chief of Police, several brainstorming sessions were held to evaluate current policy development and to solicit strategies that would contribute to a more efficient and effective process. Members of all ranks and civil classifications were invited to participate and offer feedback.

Initial sessions resulted in recommendations from rank and file and professional staff.

Following sessions resulted in recommendations from Command Staff

Additional sessions combined & the session groups, condensing recommendations to a total of 9.

Members represented:
- o Written Directives
- o Training Unit, Academy
- o Chief of Staff
- o Field Operations
- o Special Operations
- o Policy & Public Affairs
- o Investigations
- o Risk Management & Legal
- o Strategic Management
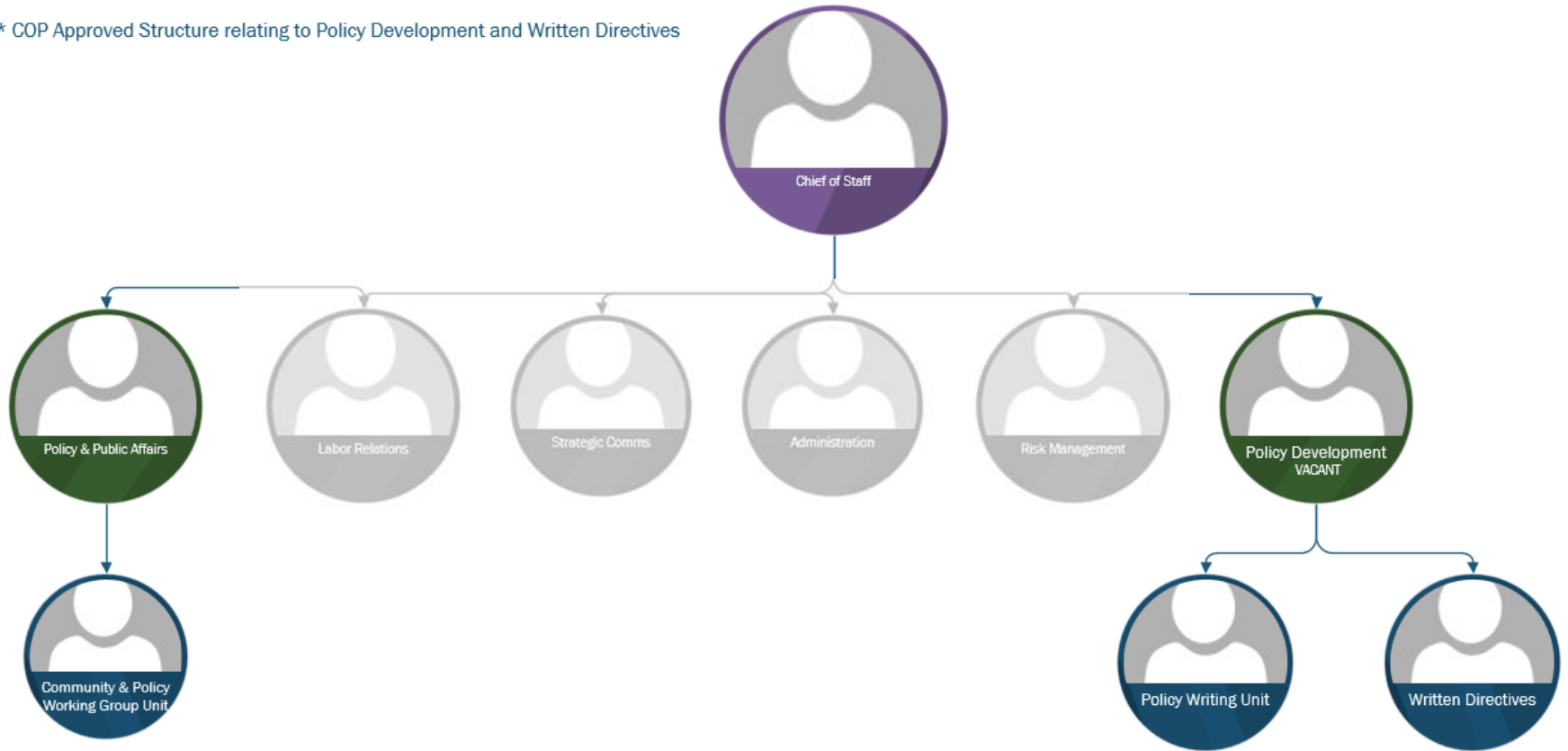- o Staff Services
- o Information Technology Services

Policy Development Recommendations

Recommendations from the sessions included:

R1: Create a centralized policy writing/development team under the Chief of Staff

R2: Redefine the role of the Subject Matter Expert (SME)

R3: Establish a process to identify, qualify, and incentivize a pool of SMEs

R4: Redefine working groups to function as focus groups to elicit community member reactions and evaluations of policy proposals.

R5: Establish a separate unit to manage DGO Working Groups

R6: Outlined ideas for working group membership

R7: Suggested a policy "honeymoon phase" for practical application

R8: Establish a DGO Priority Tier

R9: Establish a unit to represent the department, manage external outreach and engagement, develop relationships community leaders, and organize community advocacy

SFPD Organization

* COP Approved Structure relating to Policy Development and Written Directives

Chief of Staff

Policy & Public Affairs

Labor Relations

Strategic Comms

Administration

Risk Management

Policy Development
VACANT

Community & Policy
Working Group Unit

Policy Writing Unit

Written Directives

Current staff
assigned to
WDU

Policy Development Division

PDD is the centralized unit responsible for the development and maintenance of department-wide policies and procedures. The new division would be split into two sub-units:

Policy Writing Unit
- Coordinates the development of existing policy updates and new policies.
- Researches national and local best practices.
- Capture needs of internal units by ensuring member feedback.
- Consults with assigned SME.

The Written Directives Unit (WDU):
- Manages communications on behalf of the Department with the Police Commission and the Department of Police Accountability regarding policy development.
- Oversees, coordinates, and facilitates communication regarding the concurrence process internally with the Chief of Police and Command Staff, to include DPA.

Community & Policy Working Groups

Highlighted in Department General Order 1.08 Community Policing, this unit will partner and engage with community members and organizations to collaboratively identify and problem-solve local challenges and increase safety for residents, merchants, visitors, and officers.

Unit Objectives:

- Establish and institutionalize a platform to solicit, gather and track community feedback and priorities.

- Gain a balanced perspective from internal and external stakeholders before updating Department policies.

Next Steps

September - November 2022

November - December 2022

December 2022 - January 2023

Hiring and Reorganization

Funding was identified in the FY 22-23 budget to support the hiring of additional staff. Positions are in the approval process, which includes securing the hiring authority by the Mayor's Office and Department of Human Resources.

Onboarding and Training

The newly hired staff will be required to meet internally and externally with key staff to receive recommendations on the policy development process.

Police Commission, City Department & Community Engagement

The new units will begin meeting with key stakeholders to ensure input in the entire policy development process.

Thank you.

Any questions?