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19-165  
08/05/19

## Community Policing Strategic Plan

The Department's Community Policing Strategic Plan was developed in collaboration with, the City Performance Team of the Controller's Office and members of the San Francisco community. The Strategic Plan outlines the Vision, Values, Goals and Objectives for community policing and current Department practices, while also providing a roadmap for ensuring that community policing values are integrated into all Department practices.

The Community Policing Strategic Plan is to be used as a guide for Department policy, training, and the day-to-day operations of the Department and relate it to community engagement, community policing and problem solving activities and strategies.

The outlined Vision, Values and Goals are used as a guide for the Department and its officers in their work, ensuring that community policing values are interwoven into all aspects of the Department. Laying out the Department's Vision for how it will serve the community, and the Values that drives its service, increases transparency with the community and ensures consistency across divisions and districts.

### Vision

The Department is committed to creating a safe, healthy, and vibrant community. Our spirit and work is guided by a guardian mindset, and we recognize that our role as protectors is rooted in empathy, understanding, and mutual respect. We partner and engage with community members and organizations to collaboratively identify and problem-solve local challenges and increase safety for residents, visitors, and officers.

### Values

All members of the Department embody the following values, and in doing so strive to earn the community's trust, support, and confidence:

#### **Respect**

- We respect the cultures and histories of the neighborhoods and communities we work in.
- We treat all people equally and with dignity, without regard to actual or perceived race, color, ethnicity, national origin, age, religion, gender identity or expression, sexual orientation, mental or physical disability, socioeconomic status, or any other trait.

#### **Partnership**

- We proactively nurture relationships with and empower all community members to take an active role in public safety and find solutions to local issues.

## **Honesty and Transparency**

- We develop and maintain honest and transparent communication with the communities we serve.

## **Responsibility and Accountability**

- We have the courage to take responsibility for our actions and be held accountable by ourselves and others.

## **Goals**

### **GOAL 1: COMMUNICATION**

Honest, transparent, and empathetic dialogue between the Department and community.

- Objective 1.1 Create a diverse set of communication channels between the Department and community.
- Objective 1.2 Respond to requests 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 Department goals and policies.

### **GOAL 2: EDUCATION**

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

- Objective 2.1 Train the community to empower them to improve community safety.
- Objective 2.2 Invite third party and community instructors to contribute to Department training.

### **GOAL 3: PROBLEM-SOLVING**

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

- 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 the Department and all facets of San Francisco community.

- 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**

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

- Objective 5.1 Develop policies, priorities, and procedures that are consistent across District stations and bureaus and support neighborhood-specific plans.
- Objective 5.2 The Department is adaptable and committed to continuous review and improvement.
- Objective 5.3 Include civilian and front-line officer perspective 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 Department 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 Department members.
- Objective 5.8 Deployment strategies maintain consistency in practices and continuity of the community's relationship with the Department.
- 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 tenets.



WILLIAM SCOTT

Chief of Police

*Any questions or clarification regarding this policy should be made to [sfpd.writtendirectives@sfgov.org](mailto:sfpd.writtendirectives@sfgov.org) who will provide additional guidance about the directive.*