



THE OFFICE OF CITIZEN COMPLAINTS

2011 Community Outreach Strategic Plan

Joyce M. Hicks, Executive Director

Prepared by OCC Staff Attorneys
Inés Vargas Fraenkel, Donna Salazar and Samara Marion

October 2011

Table of Contents

	Page
1. Executive Summary	3
2. An Overview of the Office of Citizen Complaints' Community Outreach Strategic Plan	5
3. The Office of Citizen Complaints' Role in the San Francisco Community	6
4. The Office of Citizen Complaints' Outreach Mission Statement	6
5. The Office of Citizen Complaints' 2010 Outreach Activities	7
6. The Office of Citizen Complaints' 2011 Outreach Goals	10
7. Conclusion	11

Executive Summary

Throughout 2010, the Office of Citizen Complaints (OCC) followed its Community Outreach Strategic Plan, which provides a roadmap for strengthening its relationships with communities that have frequent encounters with the police and populations that often are isolated from police services. The outreach plan includes staff presentations to community groups, widely distributed informational materials in multiple languages, and attendance at community events involving policing issues. The OCC's continued partnership with community organizations to advance the San Francisco Police Department's juvenile policing policies and its response to mentally ill individuals in crisis is another vital component of the OCC's outreach plan.

During 2010 OCC staff gave presentations about the agency's services and principles of civilian oversight to a variety of audiences. OCC staff made presentations at Police Commission community meetings held in the Mission, Northern, Taraval and Potrero Districts. OCC staff also gave presentations at the Excelsior Youth Center, the Indonesian Legal Aid Foundation, the City of Richmond Police Commission, Excelsior Family Connections, the Taft Family Center, the San Francisco Public Defenders Office, the San Francisco United School District's Student Advisory Council, the Piedmont Police Department, the Piedmont Diversity Committee, and the 24th Street Merchants Association.

The OCC staffed tables at the Southeast Summer Family Resource Fair, the Bayview/Hunters Point Back to School Celebration, the Sheriff's Department Resource Fair, the Touchdown Resource Fair, the Senior Action Network Convention, the Tenderloin Resource Fair, the Treasure Island Resource Fair, and the Chinatown Resource Fair. The OCC also participated in four Operation Homeless Connects and the Veterans Connect day-long events in which government agencies, nonprofits, and the private sector provide health and human services to homeless San Franciscans. All of these events were well attended by community members and enabled OCC staff to provide information and answer questions about the agency's services.

As a unique police oversight model, the OCC regularly attracts the interest of international as well as academic communities. This year the OCC hosted law enforcement delegates from England and Argentina, government officials from Hangzhou City, and representatives from the Australian Crime and Misconduct Commission and the Indonesian Legal Aid Foundation. The OCC staff discussed principles of civil oversight and the police disciplinary process with students from San Francisco State University and Hastings College of Law.

Throughout 2010, the OCC continued its work with representatives of juvenile justice advocacy groups, city agencies, commissions and the Police Department to advance the Department's new juvenile policing procedures under Department General Order 7.01. To enhance police relations with youth and their families, the OCC and several juvenile justice groups wrote an informative "Know Your Rights Guide for Youth in San Francisco" available in six languages that has been distributed to over two-dozen

endorsing agencies, the San Francisco Police Department, and all San Francisco Unified School District's middle and high school campuses.

In September 2010, the OCC, in conjunction with the Juvenile Justice Providers Association, the San Francisco Youth Commission, the Asian Law Caucus, the San Francisco District Attorneys Office and Huckleberry Community Assessment and Referral Center and the San Francisco Police Department, held a joint press conference to publicize the release of the "Know Your Rights Guide for Youth in San Francisco." The press conference also announced the Police Department's agreement to bring juvenile detainees to the police investigation room at Huckleberry Community Assessment and Referral Center instead of its past practice of bringing juveniles to district stations where adult suspects are held.

Throughout 2010, the OCC had several media opportunities to discuss civilian oversight issues and inform the public of the OCC's services. In April 2010, Executive Joyce M. Hicks wrote an article about the NAACP's rapid response reporting system for police misconduct in the spring 2010 NACOLE Review, the National Association of Civilian Oversight of Law Enforcement's quarterly newsletter. The San Francisco Bay Guardian interviewed Director Hicks for its August 10, 2010 article about SFPD's disciplinary system. In September, Chief Attorney Inés Vargas Fraenkel was interviewed by Spanish language radio program KIQI about OCC's services. The Bay Citizen interviewed OCC Policy Analyst Samara Marion for its October 14, 2010 New York Times article concerning police response to mental health crisis calls. San Francisco's National Alliance on Mental Illness' November/December 2010 newsletter highlighted the OCC's recommendation to the San Francisco Police Department and Police Commission that a specialized police unit be trained and deployed as first responders to incidents involving mentally ill persons in crisis.

NACOLE's 2010 training conference in Seattle, Washington featured a number of OCC-initiated panels. Policy Analyst Samara Marion developed a panel presentation, "Policy Matters: Lessons from the Trenches." The panel, moderated by OCC Director Hicks, included Ms. Marion, Pierce Murphy, a former Menlo Park police officer and currently the City of Boise Community-Police Ombudsman, and Kevin Brosseau, a former Royal Canadian Mounted Police Officer and currently the Senior Director, Operations, at the Commission for Public Complaints Against the Royal Canadian Mounted Police. Investigator Jayson Wechter, who is also a NACOLE board member, moderated two panels at the NACOLE training conference, "Basic Investigative Skills for Civilian Oversight Practitioners" and "How to Assess the Quality of an Investigation." These panels enabled the OCC to show case its well-established investigative practices and innovative policy work.

Lastly, the OCC's outreach work was recognized by renowned police accountability expert Professor Samuel Walker. In 2010 Professor Walker highlighted the OCC's 2009 Strategic Outreach Plan on his website, noting that the OCC's outreach plan is the only one in the country.

An Overview of the Office of Citizen Complaint's Community Outreach Strategic Plan

GOALS	TARGET AUDIENCE	STRATEGIES
<ul style="list-style-type: none"> • Continue to provide information and transparency about the OCC's services, goals and accomplishments • Continue to gather information about policing concerns from community stakeholders • Continue building community partnerships with organizations that serve targeted audiences • Continue developing linguistically and culturally competent communication resources and tools • Continue to evaluate the effectiveness of the outreach program 	<ul style="list-style-type: none"> • Community groups, especially those historically and statistically more likely to have contact with law enforcement, and communities that may be linguistically and culturally isolated from police services • Community organizations and agencies that provide direct services to individuals who will benefit from OCC services • City agencies, commissions, and elected officials • San Francisco Police Department & Labor Organizations representing San Francisco police officers • Local schools & universities • Media • State, national and international organizations and agencies involved in policing, civilian oversight and policy 	<ul style="list-style-type: none"> • Continue to participate in community forums, district station meetings & other events • Continue to provide presentations to relevant organizations • Continue to partner with other groups to reach larger audiences • Increase cultural competency of staff by inviting community organizations to provide training • Continue to collect data on bilingual staff time dedicated to interpretation and translation services to determine sufficiency of resources • Continue to develop resource materials such as a Guide for Youth, fact sheets, and PowerPoint presentations • Continue to enhance website content to include translation of information and materials as well as updated OCC brochures, community locations where complaint forms may be obtained and other informational materials as available • Continue evaluating the feasibility of on-line complaint filing and website translation options • Continue to develop a media strategy to increase the public awareness of OCC's services • Continue to evaluate outreach effectiveness

OCC's Role in the San Francisco Community

The Office of Citizen Complaints (OCC) is a San Francisco city agency that receives and investigates complaints of police misconduct. As described in the city charter, the agency's role is to promptly, fairly and impartially investigate complaints of police misconduct or failure to perform a duty involving San Francisco Police Department officers. The OCC works under the supervision of the San Francisco Police Commission.

In addition to investigating complaints of misconduct, the OCC performs two other roles. It recommends to the Police Commission changes in police policies and practices to enhance police-community relations while ensuring effective police services. It also provides a voluntary mediation program. Through the assistance of trained volunteer mediators, the OCC's mediation program enables complainants and officers to discuss their perspectives on the encounter that gave rise to a complaint.

The OCC has a diverse staff of employees, none of whom has ever been San Francisco Police Department officers. The OCC staff speaks Spanish, Cantonese, Mandarin, Burmese, Tagalog, and French, and is committed to providing services to the linguistically and culturally diverse people of San Francisco. The agency is located at 25 Van Ness Avenue, Suite 700, San Francisco, California, 94102. OCC's contact numbers are (415) 241-7711 (phone); (415) 241-7733 (fax); (415) 241-7700 (TTY); the OCC website is www.sfgov.org/occ.

OCC's Outreach Mission Statement

The OCC's Community Outreach Strategic Plan seeks to improve public and police understanding of OCC's services, goals and accomplishments. By using a community-based approach, the OCC works with leaders, advocates and organizations to educate the public about its services. Through presentations, widely distributed written materials and the OCC website, the OCC aims to increase the public's understanding of civilian oversight and the active role the public can play in making the OCC and community policing successful.

Through its outreach efforts, the OCC seeks to strengthen its relationships with communities historically and statistically likely to have encounters with the police. Enhancing its relationship with populations culturally or linguistically isolated from police services is another essential aspect of OCC's outreach mission. Although the OCC is a small city agency, by working in partnership with large community-based organizations and other city agencies, the OCC is able to maximize its resources and reach even broader audiences. In addition to providing information about the OCC's services, the OCC's outreach efforts include gathering information from stakeholders about the policing issues that are of concern in their communities. This information is vital in shaping the agency's objectives and priorities. Working in partnership with community groups, other city agencies and the police department, the OCC seeks to find effective solutions to enhance police-community relations and police services.

OCC's 2010 Outreach Activities

Community Presentations and Partnerships

The OCC staff met its goal of active participation in community events and forums by the following:

- Attended community meetings held at district police station meetings including the Mission, Northern, Taraval and Potrero districts.
- Attended and provided OCC materials to the public at the Southeast Summer Resource Fair, the Bayview/Hunters Point Back to School Celebration, and the Chinatown Resource Fair.
- Attended and provided OCC materials at the Alternative Dispute Resolution of Northern California Conference.
- Met with representatives from the National Association of Police Oversight of Law Enforcement, Representatives of the Australian Crime and Misconduct Commission, JAMS mediators, law enforcement delegates from Argentina and England and a Guggenheim Fellow.
- Participated as moderators and panelists at the National Association for Civilian Oversight of Law Enforcement's (NACOLE) 2010 training conference in Seattle, Washington.
- Met with staff from the SF Public Defender's Office, representatives of the Piedmont Police Department, representatives of the Mission Neighborhood Center and the Alameda County Bar Association.
- Made presentations to new recruit classes at the San Francisco Police Academy regarding the OCC, its complaint procedure, the interview process, and its mediation program.
- Made presentations about the OCC and civilian oversight to numerous groups including the Excelsior Youth Center, Excelsior Family Connections, the 24th Street Merchants Association, the Taft Family Center, San Francisco United School District's Student Advisory Council and the Indonesian Legal Aid Foundation.
- Appeared as guest lecturers on civilian oversight to three San Francisco State University classes.
- Attended four Operation Homeless Connect events and the Veteran Connect where OCC offered information about OCC's services.
- Partnered with Community Boards and the ACCESS Center (legal self-help) to coordinate staffing and materials at public events.
- Developed and distributed a public service announcement that was submitted to numerous publications and media outlets. The announcement was published on the KCBS website.
- In collaboration with juvenile justice organizations, created a "Know Your Rights" brochure for youth in San Francisco endorsed by 28 organizations, commissions and agencies and translated into Chinese, Spanish, Russian, Tagalog and Vietnamese.

- Regularly distributed its two informational brochures, complaint forms, “Know Your Rights for Youth in San Francisco” in six languages to all police stations, the District Attorney’s Office, the Public Defender’s Office, the Mayor’s Office of Neighborhood Services, the ACCESS Center (Assisting Court Customers with Education and Self Help Services), all twenty-seven branch libraries, the Mayor’s Office on Aging and Adult Services, La Raza Centro Legal, and community centers including Community Boards, the Ella Hill Hutch Community Center, the Bayview Hunters Point Family Resource Center, the Bernal Heights and Mission Neighborhood Centers, the African American Resource Center, Community United Against Violence, North Beach Neighborhood Homeless Services, the Community Justice Center, Lyric and Larkin Street Youth Centers, the Transgender Law Center, Episcopal Community Services, Arriba Juntos, the African Immigrant Resource Center and the Yerba Buena Community Center.
- Compiled and presented quarterly and annual reports to the Police Commission, the Board of Supervisors and the public.
- Reported OCC outreach activities to the Police Commission during its weekly public meetings.

In 2009, the OCC initiated a system of evaluating our outreach efforts. The data collected indicates that all of the presentations offered in 2010 met the expectations of the audience; were given by presenters knowledgeable about the subject matter; and provided substantive written materials. Every evaluator indicated they would attend future OCC presentations and would recommend the presentation to others.

Mediation Program

In 2010, the Mediation Coordinator continued her efforts to recruit volunteer mediators, organize trainings, and conduct outreach to both the police department and the public, about the OCC’s mediation program. As a result of these efforts, the OCC mediated 63 cases in 2010. The mediation program has also resulted in increased outreach activities to a broader audience. Below are 2010 highlights of the OCC mediation program’s accomplishments:

- In a comparison completed by the Denver Office of the Independent Monitor the OCC Mediation Program had the highest mediation rate per officer in the United States.
- The Mediation Coordinator attended conferences sponsored by the Alternative Dispute Resolution (ADR) Northern California Chapter, and provided information regarding the OCC mediation program to mediator organizations.
- The Mediation Coordinator conducted orientations for eighteen new mediators increasing the pool of mediators.
- The Mediation Coordinator attended four Community Boards trainings and made a presentation regarding the mediation program to recruit new mediators.

- The Mediation Coordinator worked in close collaboration with the San Francisco Police Officer's Association to educate officers about mediation.

OCC Website

In 2008, the OCC significantly improved its website. The website continues to serve as a vital outreach tool through its direct access to:

- OCC annual and quarterly reports to the Police Commission;
- OCC informational and mediation brochures in English, Cantonese, Spanish, Russian, Tagalog, and Vietnamese;
- Commission hearing notices,
- A list of over forty locations throughout San Francisco where OCC complaint forms can be obtained.

Unfortunately, additional technologically based outreach plans such as on-line filing of complaints and more effective translation of its website have been delayed because of limited staff and budgetary resources.

Outreach Through Media Exposure

- The San Francisco Bay Guardian interviewed Director Hicks for its August 10, 2010 article about SFPD's disciplinary system.
- On September 10, 2010 Chief Attorney Inés Vargas Fraenkel was interviewed for a live radio broadcast on Spanish radio station KIQI.
- On September 10, 2010 Director Hicks and Policy Analyst Samara Marion, in conjunction with SFPD and several other city agencies, commission and community organizations held a joint press conference to publicize the release of the "Know Your Rights Guide for Youth in San Francisco" and SFPD's agreement to bring juvenile detainees to Huckleberry Community Assessment and Referral Center instead of bringing them to district stations.
- The Bay Citizen interviewed Policy Analyst Samara Marion for its October 14, 2010 New York Times article concerning police response to mental health crisis calls.
- San Francisco's National Alliance on Mental Illness' November/December 2010 newsletter highlighted the OCC's recommendation to the San Francisco Police Department and Police Commission that a specialized police unit be trained and deployed as first responders to incidents involving mentally ill persons in crisis.

- Police accountability expert Samuel Walker highlighted OCC's 2009 Strategic Outreach Plan on his website. <http://samuelwalker.net/issues/citizen-oversight-of-the-police/>

2011 OUTREACH GOALS

The OCC's outreach goals for 2011 focus on its mission of providing the public information about the OCC's services, listening to community members about their policing concerns, and enhancing its community partnerships to more efficiently reach larger audiences. The OCC seeks to fulfill this outreach mission by relying, in part, upon staff presentations to community groups, widely distributing OCC's informational materials in multiple languages, and attending community events involving policing issues.

Throughout 2011, the OCC attended or will attend the Conference of Alternative Dispute Resolution of Northern California, meetings at SFPD District Stations, the Community Boards' mediation training, Operation Homeless Connect events, and the Senior Action Network annual conference. In 2011 the OCC will also attend the Back to School Event at the Ella Hill Hutch Community Center and the Juneteenth fair. The OCC will continue to log all of its outreach efforts. With the completion of the Youth Rights brochure in six languages, the OCC will continue to distribute it along with agency's complaint forms and brochures to the numerous agencies, community centers, libraries and organizations throughout the city. Additionally through its policy work to enhancing police response to mental health crisis calls, the OCC has been meeting frequently with SFPD and mental health community stakeholders to implement a Crisis Intervention Team approach to resolving mental health crisis calls. These policy priorities provide the OCC opportunities to increase its visibility among communities typically isolated from police services or frequently in contact with police officers.

The OCC will continue to advocate for funding to improve the outreach potential of its website. Funding would enable filing on-line of complaints, the development of a calendar system for upcoming outreach presentations and locations, and an effective website translation option. The OCC will also continue posting quarterly and annual reports on its website as well as status reports on its policy recommendations.

Additionally, the OCC will use media opportunities to inform the public about the agency's services and to educate the public on issues related to police oversight, citizens' rights and public safety.

CONCLUSION

The OCC is committed to continuing its ambitious outreach strategy it originally set forth in 2008. The OCC will continue to maximize its resources by building upon partnerships with its stakeholders including nongovernmental organizations, advocacy groups, non-profit organizations, community groups, the Police Department, other city and county agencies, departments, boards, commissions and offices, and others. The OCC's external focus will also include national and international organizations involved in policing, civilian oversight of police and of law enforcement policies. Through its outreach efforts, the OCC has and will continue, not only to strengthen its community ties and visibility, but also to enhance its commitment to excellence.