



THE OFFICE OF CITIZEN COMPLAINTS

2009 Community Outreach Strategic Plan

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An Overview of OCC's 2009 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 • Explore the possibility 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 design and implement tools to measure outreach efficiency

I. INTRODUCTION

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 who have ever been San Francisco Police Department officers. The OCC staff speaks Spanish, Cantonese, Mandarin, Russian, 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 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 Program 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 larger audiences. In addition to providing information about the OCC's services, the OCC's outreach efforts include gathering information from OCC 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.

II. REPORT OF PROGRESS IN 2008 –INCREASED OUTREACH THROUGH IMPLEMENTATION OF COMMUNITY OUTREACH STRATEGIC PLAN GOALS

A. Background

In April of 2008, the OCC issued a Community Outreach Strategic Plan. At that time and at the direction of the Police Commission, the OCC was continuing to build on its response to an audit performed by the San Francisco Controller’s Office. The OCC had a long history of informally reaching out to communities, but had not tracked or monitored its work in the past.

The 2008 Plan detailed recent and extensive outreach efforts, including the assignment of a newly hired attorney to coordinate and log the outreach work of agency staff members as well as the assignment of other key management staff, most notably the policy analyst and chief investigator, to work with other agencies in efforts to build partnerships and to better reach the diverse communities the OCC sought to serve.

The plan detailed the efforts of the outreach team, which included partnering with organizations around two key policy areas: the implementation of the language access and juvenile policing procedures. The OCC emphasized these areas because the OCC and the San Francisco Police Department had engaged in revisions to the Department’s General Orders, policies and training regarding language access and juvenile procedures over a period of years, and they were nearing completion. The OCC’s work in this area helped lay a solid foundation for future outreach efforts, and resulted in community partnerships with established organizations, as well as the production of new multilingual and culturally competent outreach materials. The OCC continues its partnerships with these organizations as it works with the Department to implement the newly adopted juvenile and language access provisions.

Partners and Organizations in Language Access and Juvenile Policy Development and Implementation

OCC's Partners in Developing and Implementing the Police Department's Language Access Department General Order (DGO 5.20)

American Civil Liberties Union
Asian Law Caucus Asian and Pacific Islander Youth Advocacy
Network
Asian Pacific Islander Legal Outreach
Bay Area Immigrant Rights Coalition
Chinese for Affirmative Action
Instituto Familiar de la Raza
La Raza Centro Legal
Lawyers' Committee for Civil Rights
Richmond Area Multi-Services, Inc.
Safety Network Partnership
San Francisco Department on the Status of Women
San Francisco District Attorney's Office
San Francisco Immigrant Rights Commission
San Francisco Police Department
San Francisco Public Defender's Office

Organizations the OCC Collaborates With to Implement the Revised Police Department General Order Concerning Juveniles (DGO 7.01)

Asian and Pacific Islander Youth Advocacy Network
Asian Law Caucus
Center for Juvenile and Criminal Justice
Coleman Advocates
Community Assessment Referral Center/ Huckleberry Youth
Programs
Instituto Familiar de la Raza
Legal Services for Children
Mayor's Office of Criminal Justice
Protection and Advocacy, Inc.
San Francisco Juvenile Probation Department
San Francisco Police Department
San Francisco Public Defender's Office
San Francisco Youth Commission
The Community Youth Center
W. Haywood Burns Institute
Youth Law Center

B. 2008 Accomplishments

In addition to continuing the outreach efforts that OCC began in 2007, in 2008 the OCC exceeded its previous year's outreach activity and significantly met the extensive goals it set for itself in the 2008 Plan.

In 2008, the OCC continued the outreach activities set forth in its 2007 report and expanded the scope of its efforts. Specifically, the OCC increased community outreach presentations and partnerships from 47 contacts in 2007 to 120 in 2008. The OCC also increased its website improvements from 5 additions in 2008 compared to 2 in 2007. Outreach through local media increased from none in 2007 to 3 positive media opportunities in 2008. Finally, OCC mediations increased in 2008 by 51% over 2007. Highlights of the OCC's 2008 outreach advances include:

1. Community Presentations and Partnerships

The OCC met its goal of steadily increasing its participation in community events and forums by participating in the following activities:

- Attended district police station meetings including the Ingleside, Bayview, Central, and Richmond districts
- Attended and provided OCC materials to the public at the Transgender Health Fair, the Vietnamese Tet Fair, Manos Unidos Immigrant Forum, the kickoff for Disabled Community Organization, the Superior Court Mediation Celebration, the Asian Heritage Street Fair, the Chinese for Affirmative Action Celebration of Justice, the Bayview Homeless Connect, the Civic Center Homeless Connect, and the Senior Action Network Annual Convention
- Attended and provided OCC materials at the Alternative Dispute Resolution of Northern California Conference, the San Francisco Public Defender's Juvenile Justice Summit, the San Francisco Youth Commission, and the Juvenile Justice Providers Association
- Made presentations to 10 new recruit classes at the San Francisco Police Academy regarding the OCC, its complaint procedures, interview processes, policies, and the mediation program
- Partnered with the Asian Law Caucus to present "Know Your Rights" workshops to numerous youth and school groups including three classes at Community Youth Centers, and the Thurgood Marshall High School
- Met regularly with language access advocates and SFPD to develop video and roll call training for Department General Order 5.20; completion of this project and implementation of other components of DGO 5.20 are among the OCC's top priorities
- Partnered with Community Boards and the ACCESS Center (legal self-help) to coordinate staffing and materials at public events
- Solicited input from and provided status reports to a coalition of juvenile justice advocates about revisions to the department's juvenile procedures General Order

- Provided brochures and OCC information at self-help centers, law libraries, the Public Defender's Office, the Mayor's Office of Neighborhood Services, the ACCESS Center, Community United Against Violence, the Asian Law Caucus, the Ella Hill Hutch Community Center, the District Attorney's Office, the Human Rights Commission, the Immigrant Rights Commission, 27 Branch Libraries, the Bayview/Hunters Point Family Resource Center, La Raza Centro Legal, Bernal Heights Neighborhood Center, Mission Neighborhood Center, Arriba Juntos, the Sunset Beacon Center, Chinese for Affirmative Action, the Asian Pacific Islander Youth Advocacy Network, the African Immigrant Resource Center, the San Francisco Department of Aging and Adults, Adult Probation, the North Beach Citizens-Neighborhood Homeless Services, and all District Police Stations
- Addressed a delegation of law enforcement professionals, justice system employees, and oversight officials from Russia (Climate of Change), and Turkmenistan.
- Compiled and presented quarterly 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.

2. Language Access

In 2008, the OCC met its goals for language access services as follows:

- Began collecting data on bilingual staff hours dedicated to translation and interpreter work to determine whether its language access resources are sufficient.
- Maintained its contract with Language Line Services to use telephonic interpreting for situations when bilingual staff was not available or complainants spoke a language other than the seven languages staff speaks.
- Trained staff on use of the language line, monitored its usage, and participated on a committee of the City's Office of Language Services to track use and effectiveness of language services.
- Completed revisions to and translations of, both the OCC's general informational brochure as well as the OCC's mediation brochure to ensure cultural and linguistic competency in English, Spanish, Cantonese, Tagalog, Russian, and Vietnamese.
- In addition to completing translation of its informational and mediation brochures into targeted languages, delivered them to district stations, community centers, libraries and organizations that serve individuals who may benefit from the OCC's services. OCC has also posted these brochures on its website.
- In partnership with the SFPD and community groups, created a Guide to Language Assistance Services. The guide is currently being translated into Spanish, Cantonese, Tagalog, Russian, and Vietnamese.

3. In-House Staff Training

The OCC developed and implemented an extensive new training program in 2008. In 2009, the OCC hopes to expand this program to include more cultural competency trainings for staff.

- The OCC hired several new staff members in 2008 and, as a result, developed and conducted an extensive training program for new and existing staff. SFPD subject matter experts provided several trainings, and all OCC staff attended cultural competency trainings put on by the SFPD.
- The OCC began developing a plan to invite community advocates to conduct trainings for OCC staff on such issues as working with the transgender, youth, housing rights, and homeless communities with the goal of increasing staff awareness of policing concerns within these communities and enhancing staff's cultural competency skills. The OCC has taken initial steps to reinvigorate this program and will host these trainings in 2009.

4. Website Development

In 2008, the OCC made significant improvements to its website. The website serves as a vital outreach tool, and now contains direct access to:

- OCC quarterly reports to the Police Commission.
- OCC informational and mediation brochures in English, Cantonese, Spanish, Russian, Tagalog, and Vietnamese.
- Commission hearing notices,
- An improved and updated policy section, which is more comprehensive and organized. It has links to key new and revised General Orders, in multiple languages where available.
- A list of community locations where OCC complaint forms can be obtained.

5. Outreach Through Local Media

- In 2008, a Public Service Announcement was broadcast over KCBS radio regarding the OCC mediation program to an audience of approximately 200,000 listeners.
- During the first quarter of 2008, the OCC staff participated in a community press conference organized by Chinese for Affirmative Action regarding the department's new language access Department General Order¹
- OCC staff was interviewed for a National Public Radio (NPR) story on the department's efforts to address the language barriers faced by immigrant women who are victims of domestic violence².

¹ See e.g. KSTF 26 (Video clips – February 21, 2008) - Mandarin;
http://www.ktsf.com/share/news/KTSF_Video_Player.asp?playMode=3&clip=m022108a.flv

Cantonese:

http://www.ktsf.com/share/news/KTSF_Video_Player.asp?playMode=3&clip=c022108a.flv SF CBS 5 (February 21, 2008) - Police Help Community Understand New Language Policy.

² <http://www.npr.org/templates/story/story.php?storyId=18541440>

6. Mediation Program

As noted in last year's Strategic Outreach Plan, in response to the Controller's audit in early 2007, the OCC devoted more resources to enhance its mediation program. In early 2007, an attorney with significant mediation experience joined the OCC staff to serve as the Mediation Coordinator. In 2008, the Mediation Coordinator continued her efforts to recruit volunteer mediators, to organize trainings, and to 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 47 cases in 2007, an increase of 28 cases above the prior year. In 2008, the OCC mediated 71 cases, an increase of 24 cases or 51%, above those mediated in 2007. The mediation program has also resulted in increased outreach activities to a broader audience.

Highlights of the OCC mediation program's accomplishments in 2008 include:

- Completed translation and publication of the OCC mediation brochure into Spanish, Cantonese, Tagalog, Russian and Vietnamese
- 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
- Conducted an orientation for new volunteer mediators
- Compiled a list of mediators for a planned orientation in spring of 2009.
- Addressed five classes of recruits at the Police Academy regarding the benefits of the mediation program.
- Attended three Community Boards trainings and made a presentation regarding the mediation program to recruit new mediators.
- Worked in close collaboration with the San Francisco Police Officer's Association to educate officers about mediation.
- Facilitated the broadcasting of a Public Service Announcement (PSA) regarding the OCC on KCBS to an audience of approximately 200,000 listeners.

7. Additional Accomplishments

In addition to the accomplishments noted above, in 2008 the OCC initiated a redesign of the OCC complaint form that will allow it to more accurately monitor the source of referrals and the demographics of complainants. The OCC also maintained a list of more than one thousand city agencies, departments, commissions, offices, non-profit organizations, community groups, NGOs, and other stakeholders, kept an outreach log of events the OCC attended, and collected language access data.

III. 2009 OUTREACH GOALS

In 2009, the OCC's goals are to continue the significant outreach efforts of 2009 and to expand its efforts particularly in the areas of cultural competency training, website development and outreach through local media, as detailed below.

A. Community Presentations and Partnerships

The OCC plans to continue to increase its participation in community events and forums. In 2009, the OCC plans to continue its attendance at the annual Transgender Health Fair, the Los Manos Immigrant Forum, the Conference of Alternative Dispute Resolution of Northern California, meetings at SFPD District Stations, the Vietnamese Tet Festival, Community Boards' mediation training, Operation Homeless Connect events, and the Senior Action Network annual conference. OCC will also continue to make presentations to new recruits at the San Francisco Police Academy and will continue its partnership with the Asian Law Caucus to provide know-your-rights workshops for youth groups. The OCC also will make efforts to become aware of and participate in additional community events.

In 2009, the OCC will continue to log all of its outreach and language access efforts, to develop more resource materials such as the Language Access brochure, fact sheets and PowerPoint presentations, and to create and implement tools to measure the efficiency and effectiveness of its outreach strategy.

B. Language Access

The OCC will continue to collect data on bilingual staff hours dedicated to translation and interpreter work and in conjunction with complainants' primary language data, to determine whether its language access resources are sufficient. The OCC also will maintain its contract with Language Line Services using telephonic interpreting for situations when bilingual staff is not available or complainants speak a language other than the seven languages staff speaks.

Throughout 2008 the OCC met regularly with language access advocates and SFPD to develop video and roll call training for Department General Order 5.20; completion of this project and implementation of other components of DGO 5.20 continue to be among OCC's top priorities. The OCC has initiated policy work in the area of immigration and will build upon networks established through language access work to collaborate with stakeholders on this work.

C. Community Advocates To Provide In-House Staff Trainings

In 2009, the OCC will continue the training program developed last year and will add additional cultural competency trainings to increase staff awareness of policing concerns in various communities. To do so, the OCC will invite community advocates to

provide trainings on working with the transgender, youth, housing rights, and homeless communities, among others.

D. Website Development

The OCC will continue to improve its website in form and content to enhance its outreach potential. Efforts will include: continued investigation into the feasibility of filing on-line complaints, maintenance of a calendar of upcoming outreach presentations and locations, and website translation options. The OCC will continue posting quarterly and annual reports on its website as well as status reports on its policy recommendations.

E. Outreach Through Local Media

The OCC will continue to develop and expand its strategy to use opportunities through media outlets to inform the public about the agency's services, goals and accomplishments. The OCC will make an increased effort to develop public service announcements for community newspapers and local radio and will continue to seek out media opportunities for educating the public on issues related to police oversight, citizens' rights, and public safety.

F. Revision of Complaint Form

As noted above, in 2008, the OCC began work on revising its complaint form to allow it to more accurately monitor the source of referrals and the demographics of complainants. However, due to the extensive undertaking required to accomplish this task and the considerable dedication of staff time and resources, the OCC was unable to complete this goal in 2008 but will do so in 2009. Completion of the revision project will allow the OCC to significantly improve its ability to collect pertinent data.

IV. Potential Impact on Goals Due to Budget Cuts

The OCC's mediation program is an integral part of its outreach efforts and its increasing success and popularity are expected to continue their positive effect. However, the mediation program will be severely compromised if the Office of Citizen Complaints loses its Mediation Coordinator position, due to budget constraints and mandatory reductions in force. Like other City departments, the OCC complied with the Mayor's budget directive to cut 12.5% of its budget as well as to prepare a plan for a second 12.5% contingency reduction. The second contingency reduction will result in the loss of the Mediation Coordinator attorney position, effective September 1, 2009. The remaining Policy Analyst Attorney would assume the Mediation Coordinator's work, in addition to her full time policy work. Elimination of the Mediation Coordinator position

is expected to negatively impact the OCC's highly successful mediation program and the resulting outreach efforts.³

V. CONCLUSION

In 2009, the OCC is committed to continuing and expanding upon the ambitious outreach strategy it set in 2008. The OCC will continue to maximize its resources by developing 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.

³ The Mediation Coordinator position was preserved in Mayor Gavin Newsom's June 1, 2009 budget for 2009/2010. The budget is, however, subject to revision by the Board of Supervisors.