

Additional information from 15-city survey contacts and desk research

This document is part of a report by the Office of Police Oversight titled *Body-Worn Cameras and Dashboard Cameras: Final Recommendations*. View the full document at atxpoliciesoversight.org.

The Office of Police Oversight gathered information from 15 cities across the country to learn more about their use of vendors and community input in crafting police department policies. This table provides detailed notes on the information that was gathered.



OFFICE OF
POLICE OVERSIGHT

Body-Worn Cameras and Dashboard Cameras: Final Recommendations

Additional information from 15-city survey contacts and desk research

The policymaking process varies from city to city. Each police department has unique considerations and restraints that shape its policy-writing process. Below is information gathered through desk research and conversations with the cities' police departments and/or oversight staff on their policymaking processes.

City	Info source (Contact, desk research, or hybrid)	Notes
Atlanta	Desk research	<p><u>Desk Research on Vendors</u> OPO found no information about vendor contracts involving policy writing at the Atlanta Police Department.</p> <p><u>Desk Research on Community Input</u> In 2020, the City of Atlanta partnered with the Police Executive Research Forum and an Atlanta-based consulting firm to assess the Atlanta Police Department's policies and practices and gather community input.³⁶ The consulting firm unit engaged police, subject matter experts, and residents through town halls, focus groups, and surveys.³⁷ This resulted in a report with 150 recommendations, and a dashboard to track the implementation of recommendations that were approved.³⁸</p> <p>The recommendations covered:</p> <ul style="list-style-type: none"> • Use of lethal force; • Providing warnings; and • Establishing a Critical Incident Review Board.³⁹ <p>The Atlanta Police Department's policy manual states that "[w]ritten directives should be prepared and revised in consultation with those inside and outside the department who shall be</p>

³⁶ Police Executive Research Forum, "Atlanta Police Department: Agency Review and Assessment," April 2022, <https://www.atlantaga.gov/home/showdocument?id=55575>.

³⁷ City of Atlanta, "The Police Executive Research Forum and APD Urban Planning and Management Provide the Atlanta Police Department with Approximately 150 Policy and Practice Recommendations," accessed July 12, 2022, <https://justicereform.atlantaga.gov/police-reform>.

³⁸ See endnote 37.

³⁹ APD Urban Planning and Management, LLC, "2022 Community Survey Extension," May 19, 2022, <https://www.atlantaga.gov/home/showdocument?id=55573>.

City	Info source (Contact, desk research, or hybrid)	Notes
		affected by them.” ⁴⁰ This directive does not specifically discuss the role of community voices, but rather outlines the various internal stakeholders who should be a part of the review and revision process (e.g., subordinates, trainers, city attorneys). ⁴¹
Baltimore <i>Under federal consent decree</i>	Contact	<p><u>Vendors</u> The Baltimore Police Department (BPD or the Department) reports that it does not contract with outside vendors for policy writing.⁴² In 2013, BPD began working with Lexipol on policy and procedure development.⁴³ BPD terminated the contract early, as the Department came under a pattern-or-practice investigation by the U.S. Department of Justice (U.S. DOJ).⁴⁴ No policies co-developed by Lexipol were published.⁴⁵</p> <p>BPD often references best practices from other departments’ policies as part of its policy drafting process.⁴⁶ BPD accesses the policies online or through IACPnet and other listservs.⁴⁷</p> <p><u>Community Input</u> BPD has been operating under a federal consent decree since April 2017.⁴⁸ Once a policy has been drafted, the U.S. DOJ and the Consent Decree Monitoring Team comment on it.⁴⁹ Next, there is a collaboration period in which BPD exchanges drafts with the U.S. DOJ and the Monitoring Team.⁵⁰ After this, BPD posts the policy on its website for one</p>

⁴⁰ Atlanta Police Department, “Written Directive 4.1.2 Review Process,” Atlanta Police Department Written Directives, accessed July 26, 2022, <https://www.atlantapd.org/about-apd/standard-operating-procedures/-folder-57>.

⁴¹ See endnote 40.

⁴² Lisa Fink (Policy Specialist/Language Access Coordinator, Baltimore Police Department), email message to OPO, May 9, 2022.

⁴³ Shannon Sullivan (Director, Consent Decree Implementation Unit, Baltimore Police Department), email message to OPO, June 15, 2022.

⁴⁴ See endnote 43.

⁴⁵ See endnote 43.

⁴⁶ Lisa Fink (Policy Specialist/Language Access Coordinator, Baltimore Police Department), email message to OPO, May 9, 2022.

⁴⁷ See endnote 46.

⁴⁸ See endnote 46; “Consent Decree Basics,” Baltimore Police Department, accessed July 25, 2022, <https://www.baltimorepolice.org/transparency/consent-decree-basics>.

⁴⁹ See endnote 46.

⁵⁰ See endnote 46.

City	Info source (Contact, desk research, or hybrid)	Notes
		<p>month to allow for public comment.⁵¹ BPD solicits feedback on these draft policies from BPD employees and community members.⁵² Next, there is further collaboration between BPD, the U.S. DOJ, and the Monitoring Team.⁵³ Finally, there is a second comment period, after which the policy language will be finalized.⁵⁴ Newly updated policies are generally not published until all BPD employees are trained on the updated policy language.⁵⁵</p>
Charlotte	Contact	<p><u>Vendors</u> The Charlotte-Mecklenburg Police Department (CMPD) reports that it does not contract with outside vendors for policy writing.⁵⁶ Policies are reviewed by a policy team within CMPD's Internal Affairs Bureau.⁵⁷ The team is overseen by a lieutenant and is staffed by 3 civilians who research, revise, and draft the policies.⁵⁸ CMPD researches cities with similar populations and department sizes, including Baltimore, Atlanta, Memphis, Nashville, Louisville Metro, and Columbus.⁵⁹</p> <p><u>Community Input</u> CMPD reports seeking community feedback on policies in rare instances (e.g., revising its use-of-force policy after a 2019 officer-involved shooting).⁶⁰</p>
Dallas	Hybrid	<p><u>Vendors</u> The Dallas Police Department (DPD) reports that it does not contract with vendors for policy writing.⁶¹ OPO's desk research revealed that Dallas PD does have a current contract with Lexipol for \$129,870, which is described as a</p>

⁵¹ See endnote 46.

⁵² See endnote 46.

⁵³ See endnote 46.

⁵⁴ See endnote 46.

⁵⁵ See endnote 46.

⁵⁶ Sandy D'Elosua Vastola (Staff, Office of the Chief, Charlotte-Mecklenburg Police Department), email message to OPO, May 5, 2022.

⁵⁷ See endnote 56.

⁵⁸ See endnote 56.

⁵⁹ See endnote 56.

⁶⁰ See endnote 56.

⁶¹ Nicole Jackson (Administrative Specialist II), email message to OPO, July 22, 2022.

City	Info source (Contact, desk research, or hybrid)	Notes
		<p>continual software license fee.⁶² OPO contacted DPD for more information and DPD personnel stated that Lexipol is not used for policy writing,⁶³ but rather the Police1 software.⁶⁴</p> <p><u>Desk Research Community Input</u> DPD reports that community input does not play a role in its policymaking process.⁶⁵</p>
Denver	Contact	<p><u>Vendors</u> The Denver Police Department (DPD) reports that it does not contract with outside vendors for policy writing.⁶⁶ All policymaking is done by staff within DPD and Denver's Department of Public Safety, which oversees DPD.⁶⁷</p> <p><u>Community Input</u> DPD solicits community feedback on policies that are considered major issues that impact community relations (e.g., policing technologies and the use of force).⁶⁸ Policies considered administrative in nature may only have input from other internal actors like elected officials and the city attorney's office.⁶⁹</p>
Fort Worth	Contact	<p><u>Vendors</u> The Fort Worth Police Department (FWPD) reports that it has never utilized vendors as a part of its policymaking process.⁷⁰</p> <p><u>Community Input</u> FWPD reports that its policy development is based on state and local laws, and what the</p>

⁶² "Vendor Payments," City of Dallas, accessed June 10, 2022, <http://spending.dallasopendata.com/#!/year/All%20Years/explore/0-/vendor/Lexipol,+LLC/1-AD-BMS-AY220017181/fundtype> (other line items are for other City of Dallas departments, such as courts and detention services).

⁶³ Nicole Jackson (Administrative Specialist II, Dallas Police Department), email message to OPO, July 22, 2022; Ernest Lampkin (Contracts Manager) in discussion with OPO, July 14, 2022.

⁶⁴ Ernest Lampkin (Contracts Manager, Dallas Police Department) in discussion with OPO, July 14, 2022.

⁶⁵ See endnote 61.

⁶⁶ Daniel White (Management Analyst III, Planning Research & Support Section, Denver Police Department), email message to OPO, April 25, 2022.

⁶⁷ See endnote 66.

⁶⁸ See endnote 66.

⁶⁹ See endnote 66.

⁷⁰ Margaret Humphrey (Policy Analyst/Advanced Certified Police Planner/Texas Accreditation Program Manager, Fort Worth Police Department), email message to OPO, April 27, 2022.

City	Info source (Contact, desk research, or hybrid)	Notes
		<p>community and residents have said is important to them.⁷¹ FWPD reports that community input is obtained through community meetings, an open-door approach, groups such as the Citizens on Patrol program, clergy program, and interactions with nonprofit organizations.⁷²</p> <p>FWPD also reports working with the Office of the Police Monitor (Fort Worth’s civilian oversight office) on policy revisions as well, including body-worn camera and drone policies, automated license plate reader policies, use-of-force policies, and the make-up/responsibilities of the Use of Force Review Board.⁷³</p>
Houston	Desk research	<p><u>Desk Research on Vendors</u> OPO found no information about vendor contracts involving policy writing at the Houston Police Department (HPD).</p> <p>HPD’s policy manual states that divisions “affected by a policy or that have expertise in a policy area are expected to perform much of the necessary staff work needed to revise such policy.”⁷⁴</p> <p><u>Desk Research on Community input</u> In 2020, the City of Houston Mayor’s Task Force on Policing Reform recommended that HPD work with local universities and research organizations “to conduct regular community surveys and publish the results publicly.”⁷⁵ These surveys were not described as being a tool specific to policy development.⁷⁶ OPO found no updates on the implementation of this recommendation.</p> <p>HPD’s Community Service Division holds monthly community meetings as part of its</p>

⁷¹ See endnote 70.

⁷² See endnote 70.

⁷³ See endnote 70.

⁷⁴ Houston Police Department, “General Order 100-01 Internal Directives,” Houston Police Department General Orders, accessed July 26, 2022, https://www.houstontx.gov/police/general_orders/index.htm.

⁷⁵ City of Houston, “City of Houston Mayor’s Task Force on Policing Reform,” September 2020, accessed July 27, 2022, <https://www.houstontx.gov/boards/policing-reform-report.pdf>.

⁷⁶ See endnote 75.

City	Info source (Contact, desk research, or hybrid)	Notes
		<p>Positive Interaction Program (PIP).⁷⁷ These meetings are not specifically designed to collect policy feedback.⁷⁸ Rather, they are described as meet-and-greet opportunities where community members can learn about a different HPD division each month, submit general feedback, share crime tips, get crime statistics, etc.⁷⁹</p>
<p>Memphis</p>	<p>Desk research</p>	<p><u>Desk Research on Vendors</u> OPO found no information about vendor contracts involving policy writing at the Memphis Police Department (MPD).</p> <p>MPD’s policy manual states, “The Accreditation Office will be responsible for maintaining the Policy and Procedure Manual as changes occur. The Accreditation Manager will review the updates for contradictions with established rules, policies, procedures, or applicable laws.”⁸⁰</p> <p><u>Desk Research on Community Input</u> The City of Memphis’ website, Reimagine Policing in Memphis, discusses community input in the context of the six pillars that came out of the President’s Task Force on of 21st Century Policing.⁸¹ The following are some of MPD’s responses to the six pillars:</p> <p><u>Pillar 1: Building Trust and Legitimacy</u> “The Memphis Police Department is actively engaged with the community and solicits feedback and recommendations regarding policies and procedures. The Director of Police Services, members of the command staff, and commanders from all workstations often meet with members of the community to discuss concerns and policies of the MPD. Additionally, through the</p>

⁷⁷ “Citizens and Police...Friendship Through Education,” Houston Police Department, accessed July 27, 2022, <https://www.houstontx.gov/police/pip/>.

⁷⁸ See endnote 77.

⁷⁹ See endnote 77.

⁸⁰ Memphis Police Department, “Chapter I, Section 1, Part IV(A)(7)(b),” Memphis Police Department Policies & Procedures, accessed July 26, 2022, <https://memphispolice.org/policies-and-procedures/>.

⁸¹ Office of Community Oriented Policing Services, U.S. Department of Justice, “The President’s Task Force on 21st Century Policing Implementation Guide: Moving from Recommendations to Action,” 2015, accessed July 27, 2022, <https://cops.usdoj.gov/RIC/Publications/cops-p341-pub.pdf>.

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		<p>Neighborhood Watch Program, members of the community are asked to submit any suggestions related to policy and or officer interaction with the citizens of Memphis.”⁸²</p> <p><u>Pillar 2: Policy & Oversight</u> “The department’s director hosts quarterly town hall meetings at precincts, community centers, libraries, and other public forums. Citizen opinions are solicited and reviewed to improve training and implementation of policies. Extending surveys to citizens of Memphis – for completion – is a data-driven appraisal and reflection of ways the department can reduce crime, improve community relations, and enhance public confidence. Most importantly, this feedback allows the department to gain a holistic perspective for public perception of what community engagement should represent.”⁸³</p> <p><u>Pillar 4: Community Policing & Crime Reduction</u> “The department schedules an annual meeting with representatives of the media with the intention of reviewing policy. The department also participates in periodic forums where the public is invited to provide input and feedback.”⁸⁴</p> <p>“The department does not currently have a formal community/citizen advisory committee to assist in the development of crime prevention strategies or policies. However, [the Civilian Law Enforcement Review Board] is frequently consulted regarding issues related to policies and crime prevention strategies.”⁸⁵</p>
New Orleans <i>Under federal consent decree</i>	Desk research	<u>Desk Research on Vendors</u> OPO found no current vendor contracts involving policy writing at the New Orleans Police Department (NOPD). Through desk research, OPO did locate past vendor contracts

⁸² City of Memphis, “Reimagine Policing in Memphis: Pillar One,” accessed July 27, 2022, <https://reimagine.memphistn.gov/21st-century-policing/pillar-one/>.

⁸³ City of Memphis, “Reimagine Policing in Memphis: Pillar Two,” accessed July 27, 2022, <https://reimagine.memphistn.gov/21st-century-policing/pillar-two/>.

⁸⁴ City of Memphis, “Reimagine Policing in Memphis: Pillar Four,” accessed July 27, 2022, <https://reimagine.memphistn.gov/21st-century-policing/pillar-four/>.

⁸⁵ See endnote 84.

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		<p>between the City of New Orleans and Lexipol.⁸⁶ In December 2011, the City of New Orleans contracted with Lexipol to provide NOPD with, among other things, “policy content, tools, resources, and systems....”⁸⁷ The contract was amended twice, with the last amendment effective through December 2014.⁸⁸</p> <p><u>Desk Research on Community Input</u> OPO found no policy within the NOPD Department Operations Manual requiring community input as part of the policymaking process.⁸⁹ The Department Operations Manual states that each police district’s Police-Community Advisory Board, made up of at least 5 volunteer community members, meets at least four times annually and NOPD seeks the Board’s “assistance, counsel, and input to build community consensus on potential recommendations” in various areas including “central policy changes, where applicable, that improve quality of life.”⁹⁰</p> <p>NOPD has been operating under a federal consent decree since January 2013.⁹¹ “The Consent Decree expressly contemplates community involvement in the Consent Decree process.”⁹² NOPD’s consent decree is supervised by a court-appointed Monitor, which</p>

⁸⁶ “Contract Search,” City of New Orleans, accessed June 10, 2022, <https://contracts.nola.gov/>.

⁸⁷ City of New Orleans, “Professional Services Agreement Between the City of New Orleans and Lexipol LLC,” December 9, 2011, https://contracts.nola.gov/nola_svc/api/document/98761 (entered into 12/9/11 with effective date of 12/13/11).

⁸⁸ City of New Orleans, “Amendment No. 1 to Professional Services Agreement Between City of New Orleans and Lexipol, L.L.C NOPD Web-Based Policy Content,” March 19, 2013, https://contracts.nola.gov/nola_svc/api/document/99018 (entered into 3/19/13 with effective date 12/14/12); City of New Orleans, “Amendment No. 2 to Professional Services Agreement Between City of New Orleans and Lexipol, L.L.C NOPD Web-Based Policy Content,” January 22, 2022, https://contracts.nola.gov/nola_svc/api/document/99204 (entered into 1/22/14 with effective date 12/14/13).

⁸⁹ See New Orleans Police Department, “New Orleans Police Department Operation Manual,” <https://www.nola.gov/nopd/policies/>, accessed June 15, 2022.

⁹⁰ New Orleans Police Department, “Chapter 10.0: Community Policing and Engagement,” New Orleans Police Department Operation Manual, October 2021, accessed July 12, 2022, <https://nola.gov/getattachment/NOPD/Policies/Chapter-10-0-Community-Policing-and-Engagement-EFFECTIVE-10-10-21.pdf?lang=en-US>.

⁹¹ “FAQ,” New Orleans Police Department Consent Decree Monitor, accessed July 12, 2022, <http://consentdecree-monitor.com/faq>.

⁹² See endnote 91.

City	Info source (Contact, desk research, or hybrid)	Notes
		<p>is made up of a group of “police practice experts,” including former police chiefs, attorneys with significant investigation and civil rights experience, and leading academics” and led by a national law firm.⁹³ The Monitor “conducts quarterly meetings following the release of each progress report to ensure that citizens are aware and informed of the implementation of the Consent Decree and policies and procedures resulting from implementation.”⁹⁴ The most recent meeting was held on April 20, 2022.⁹⁵ The Monitor “may also conduct special meetings as needed to ensure that the public is informed of the implementation of the Consent Decree and the resulting policies and practices of the NOPD.”⁹⁶</p>
<p>Portland <i>Under federal consent decree</i></p>	<p>Contact</p>	<p><u>Vendors</u> The Portland Police Bureau (PPB) reports that it does not contract with outside vendors for policy writing.⁹⁷ Policy review and development are done in-house by a team of two.⁹⁸ PPB created a dedicated team for policy work in 2016.⁹⁹ The team has a close working relationship with the City Attorney’s Office.¹⁰⁰</p> <p><u>Community Input</u> PPB has been operating under a federal consent decree since 2012.¹⁰¹ PPB reports that, when writing policies, it looks at other agencies that are under DOJ consent decrees or settlement agreements.¹⁰² PPB also reviews best practices from the International Association</p>

⁹³ See endnote 91.

⁹⁴ “Community Involvement,” New Orleans Police Department Consent Decree Monitor, accessed July 12, 2022, <http://consentdecreemonitor.com/community-involvement>.

⁹⁵ “Schedule,” New Orleans Consent Decree Monitor, accessed July 12, 2022, <http://consentdecreemonitor.com/schedule>.

⁹⁶ See endnote 94.

⁹⁷ Ashley Lancaster (Policy Director, Policy Development Team, Training Division, Portland Police Bureau), email message to OPO, May 9, 2022.

⁹⁸ See endnote 97.

⁹⁹ See endnote 97.

¹⁰⁰ See endnote 97.

¹⁰¹ Portland Police Bureau, “Portland Police Bureau Department of Justice Progress Report,” March 2014, <https://www.portlandoregon.gov/police/article/488469> (stating that the Portland City Council approved the settlement agreement with the U.S. Department of Justice in 2012).

¹⁰² See endnote 97.

City	Info source (Contact, desk research, or hybrid)	Notes
		<p>of Chiefs of Police and other industry leaders.¹⁰³ PPB also reports reaching out to internal and external subject matter experts for guidance, and the experts depend on the policy area.¹⁰⁴ For example, PPB consulted with the Transgender Law Center while developing a new policy to guide officer interactions with LGBTQIA2S+ individuals, and consulted with the City of Portland’s Tribal Relations Director on a policy that referenced tribal jurisdictions.¹⁰⁵</p> <p>As part of its written directives, PPB’s policymaking process includes two 30-day comment periods.¹⁰⁶ These comment periods allow the public and members of PPB to provide initial comments on current practices, and subsequent feedback on proposed revisions.¹⁰⁷ PPB’s policy staff also participates in community advisory group meetings to discuss policies under review.¹⁰⁸</p>
<p>San Antonio</p>	<p>Contact</p>	<p><u>Vendors</u> The San Antonio Police Department (SAPD) reports that it does not contract with outside vendors for policy writing.¹⁰⁹ SAPD develops its own policies in consultation with various subject matter experts.¹¹⁰ SAPD reported indirect involvement with vendors because it gathers information about best practices from other agencies across the country that may utilize vendor services.¹¹¹</p> <p><u>Community Input</u> SAPD reports utilizing a series of community engagement strategies to solicit community</p>

¹⁰³ See endnote 97.

¹⁰⁴ See endnote 97.

¹⁰⁵ See endnote 97.

¹⁰⁶ See endnote 97; see also Portland Police Bureau, “Directive 0010.00 Directives Review and Development Process,” Portland Police Bureau Directives Manual, accessed May 10, 2022, <https://www.portlandoregon.gov/police/article/678287>.

¹⁰⁷ See endnote 97.

¹⁰⁸ See endnote 97.

¹⁰⁹ Washington Moscoso (Police Media Services Supervisor, San Antonio Police Department), email message to OPO, May 6, 2022.

¹¹⁰ See endnote 109.

¹¹¹ See endnote 109.

City	Info source (Contact, desk research, or hybrid)	Notes
		input. ¹¹² The San Antonio Police Department reports engaging with the community via collaboration with the San Antonio City Council's Public Safety Committee, as well as the City of San Antonio's SASpeakUp program. ¹¹³ The SpeakUp program allows residents to participate in town halls, surveys, etc. ¹¹⁴
San Diego	Desk research	<p><u>Desk Research on Vendors</u> OPO found no information about vendor contracts involving policy writing at the San Diego Police Department (SDPD).</p> <p><u>Desk Research on Community Input</u> "On occasion,"¹¹⁵ SDPD seeks public feedback about "procedure changes that are identified as having a significant impact on the public," or those for which "review is mandated by law."¹¹⁶ Draft language is posted on the SDPD website for comment for 14 days.¹¹⁷</p> <p>SDPD is also partnering with a global technology company on a community survey.¹¹⁸ The survey does not gather feedback on SDPD's policies, but rather on overarching issues like whether residents safe, and feel that SDPD is effective and trustworthy.¹¹⁹</p>
San Francisco <i>Working with California DOJ</i>	Contact	<p><u>Vendors</u> The San Francisco Police Department reports that it does not contract with outside vendors for policymaking.¹²⁰</p>

¹¹² See endnote 109.

¹¹³ See endnote 109.

¹¹⁴ See endnote 109.

¹¹⁵ "Policies and Procedures," San Diego Police Department, accessed July 27, 2022, <https://www.sandiego.gov/police/data-transparency/policies-procedures> (stating, "On occasion, certain draft procedures will be made available for public comment.").

¹¹⁶ "Public Comment for SDPD Procedures," San Diego Police Department, accessed July 27, 2022, <https://www.sandiego.gov/police/data-transparency/public-comment-draft-procedures>.

¹¹⁷ See endnote 116.

¹¹⁸ "Zencity Trust and Safety Survey," San Diego Police Department, accessed July 27, 2022, <https://www.sandiego.gov/police/data-transparency/trust-safety-survey>.

¹¹⁹ See endnote 118.

¹²⁰ M. Catherine McGuire (Executive Director, Strategic Management Bureau, San Francisco Police Department) in discussion with OPO, June 20, 2022.

City	Info source (Contact, desk research, or hybrid)	Notes
		<p><u>Community Input</u></p> <p>In response to community concerns after several officer-involved shootings in 2015, the City of San Francisco partnered with the U.S. Department of Justice (U.S. DOJ) to review SFPD’s policies and practices.¹²¹ This resulted in a 2016 report with 272 recommendations from the U.S. DOJ, many related to SFPD policies.¹²² San Francisco has since entered into an agreement with the California Department of Justice and a private consulting firm to implement changes aimed at the issues identified by the U.S. DOJ.¹²³</p> <p>SFPD recently enacted a new Written Directives policy that requires a 30-day public comment period before most policies can be enacted.¹²⁴ The policy is currently undergoing a “Meet and Confer” process and is not yet finalized.¹²⁵ Prior to this recent policy change, new policies were posted for 10 days, and the public was able to provide comments at Police Commission hearings.¹²⁶ In San Francisco, the Police Commission is responsible for making final decisions about SFPD policies.¹²⁷</p> <p>The current community engagement process has multiple steps. First, at the beginning of each calendar year, the Chief of Police and the President of the Police Commission issue the list of working groups based on the policies to be covered that year.¹²⁸ The Chief’s Office then distributes that list to the Written Directives Unit, Assistant Chiefs, Deputy Chiefs, and the Department of Police Accountability (the civilian</p>

¹²¹ “CRI Timeline,” San Francisco Police Department, accessed July 27, 2022, <https://www.sanfranciscopolice.org/your-sfpd/police-reform/cri-timeline>.

¹²² M. Catherine McGuire (Executive Director, Strategic Management Bureau, San Francisco Police Department) in discussion with OPO, June 20, 2022.

¹²³ Janelle Caywood (Director of Policy, San Francisco Department of Police Accountability), email message to OPO, May 2, 2022.

¹²⁴ See endnote 123.

¹²⁵ M. Catherine McGuire (Executive Director, Strategic Management Bureau, San Francisco Police Department), email message to OPO, June 16, 2022.

¹²⁶ See endnote 123.

¹²⁷ See endnote 123.

¹²⁸ See endnote 125.

City	Info source (Contact, desk research, or hybrid)	Notes
		<p>oversight agency).¹²⁹ Next, the Written Directives Unit confirms the Executive Sponsors for each working group and sends guidelines for subject matter experts.¹³⁰ Then, as an optional step, the Department of Police Accountability can send any recommendations about draft language to the Written Directives Unit via a recommendation grid.¹³¹ Next, the Written Directives Unit sends any recommendations from the Department of Police Accountability to the Executive Sponsor of the relevant working group.¹³² The Executive Sponsor then invites stakeholders to join the working group; membership is approved by the Chief of Police or a designee.¹³³ Next, each SFPD Executive Sponsor hosts meetings for their respective working group. Meetings can last up to 6 months and result in a draft policy and list of recommendations, which are both given to the Written Directives Unit. After this, the internal review process begins, with the Written Directives Unit sending a packet of information, including the proposed policy language, to the Department of Police Accountability to exchange views.¹³⁴</p> <p>SFPD has also worked with academic partners.¹³⁵</p>
San José	Desk research	<p><u>Desk Research on Vendors</u> OPO found no information about vendor contracts involving policy writing at the San José Police Department (SJPD).</p>

¹²⁹ See endnote 125.

¹³⁰ See endnote 125.

¹³¹ See endnote 125; M. Catherine McGuire (Executive Director, Strategic Management Bureau, San Francisco Police Department) in discussion with OPO, June 20, 2022 (the grid is used in lieu of redlining to try to ensure that the General Orders have a consistent voice).

¹³² See endnote 125.

¹³³ See endnote 125; M. Catherine McGuire (Executive Director, Strategic Management Bureau, San Francisco Police Department) in discussion with OPO, June 20, 2022 (SFPD tries to ensure that working groups are made up of between 6-10 members).

¹³⁴ See endnote 125.

¹³⁵ Janelle Caywood (Director of Policy, San Francisco Department of Police Accountability), email message to OPO, May 2, 2022.

City	Info source (Contact, desk research, or hybrid)	Notes
		<p><u>Desk Research on Community Input</u> The SJPD website includes a digital “community perception” survey.¹³⁶ This survey is not geared toward policy-specific feedback.¹³⁷ Rather, it asks sentiment questions about interactions with the department, crime issues, and prioritizing resources.¹³⁸</p> <p>SJPD appears to collect some policy-specific feedback from community members.¹³⁹ For example, SJPD reportedly collected input from stakeholders while developing its body-worn camera policy.¹⁴⁰ SJPD also reports maintaining a dialogue with stakeholders on release of body-worn camera footage.¹⁴¹ Additionally, SJPD has an LGBTQ committee that, among other things, was created to “ensure equality in policing practices,”¹⁴² and meets regularly to work on “police policies and responses.”¹⁴³</p> <p>SJPD also works with a community advisory board “on solving issues that affect the community and to help define what community policing means in the City of San José.”¹⁴⁴</p> <p>Additionally, in 2021, San José’s civilian oversight office hired a consultant to assess SJPD’s “use of force and all policies and</p>

¹³⁶ “Community Surveys,” San José Police Department, accessed July 27, 2022, <https://www.sjpd.org/community/community-services/community-surveys>.

¹³⁷ See endnote 136.

¹³⁸ See endnote 136.

¹³⁹ See “Body Camera Information,” San José Police Department, accessed July 27, 2022, <https://www.sjpd.org/about-us/inside-sjpd/body-camera-information>; SANJOSEPOLICE, “Body Worn Camera Public Rollout,” San José Police Department, October 26, 2015, video, 1:49, <https://www.youtube.com/watch?v=Jzw1ZUITp0Q&t=26s>.

¹⁴⁰ SANJOSEPOLICE, “Body Worn Camera Public Rollout,” San José Police Department, October 26, 2015, video, 1:49, <https://www.youtube.com/watch?v=Jzw1ZUITp0Q&t=26s>.

¹⁴¹ “Body Camera Information,” San José Police Department, accessed July 27, 2022, <https://www.sjpd.org/about-us/inside-sjpd/body-camera-information>.

¹⁴² “21st Century Policing,” San José Police Department, accessed July 27, 2022, <https://www.sjpd.org/about-us/organization/office-of-the-chief-of-police/21st-century-policing>.

¹⁴³ “LGBTQ Community Liaison,” San José Police Department, accessed July 27, 2022, <https://www.sjpd.org/about-us/organization/office-of-the-chief-of-police/lgbtq-community-liaison>.

¹⁴⁴ “Community Advisory Board,” San José Police Department, accessed July 27, 2022, <https://www.sjpd.org/about-us/organization/office-of-the-chief-of-police/community-advisory-board>.

City	Info source (Contact, desk research, or hybrid)	Notes
		training.” ¹⁴⁵ The scope of work included “[conducting] interviews with community stakeholders committed to collaborative reform,” and “[hosting] two community listening sessions....” ¹⁴⁶
Seattle <i>Under federal consent decree</i>	Desk research	<p><u>Desk Research on Vendors</u> OPO found no information about the Seattle Police Department (SPD) contracting with outside vendors for policy writing.</p> <p>SPD has been operating under a federal consent decree since July 2012.¹⁴⁷ SPD’s consent decree is overseen by a court-appointed Monitoring Team who assesses SPD’s compliance with the consent decree and provides SPD with technical assistance, including “informing the SPD about national best practices and educating the SPD about what has worked (and what has failed) for other law enforcement agencies that have confronted challenges similar to the SPD’s.”¹⁴⁸</p> <p>Among other things, the consent decree called for SPD to revise its use-of-force policies.¹⁴⁹ In the Monitoring Team’s comprehensive assessment of SPD published in May 2022, the Monitoring Team determined SPD “has sustained full and effective compliance” with the consent decree’s use-of-force requirements “except during the waves of protests over the summer of 2020.”¹⁵⁰ As a result, SPD must now “revise and improve policies related to crowd management and submit new policies to the Court for approval.”¹⁵¹</p>

¹⁴⁵ “News Release Correction: San José Hires Independent Experts to Review the Police Department’s Use of Force and Other Policies,” City of San José, accessed July 27, 2022, <https://www.sanjoseca.gov/Home/Components/News/News/3002/4699>.

¹⁴⁶ See endnote 145.

¹⁴⁷ “Frequently Asked Questions,” Seattle Police Monitor, accessed July 12, 2022. <https://seattlepolicemonitor.org/faq>.

¹⁴⁸ See endnote 147.

¹⁴⁹ See endnote 147.

¹⁵⁰ “Comprehensive Assessment of the Seattle Police Department,” Seattle Police Monitor, May 2022, https://seattlepolicemonitor.org/sites/default/files/2022-05/Seattle_Police_Monitor_Comprehensive_Assessment.pdf.

¹⁵¹ See endnote 150.

City	Info source (Contact, desk research, or hybrid)	Notes
		<p><u>Desk Research on Community Input</u> The Monitoring Team “ensures that all stakeholders from within the SPD and across Seattle’s diverse communities have a voice in the Consent Decree process.”¹⁵² To achieve this, the Monitor “organizes and leads meetings, discussions, and educational forums throughout Seattle.”¹⁵³</p> <p>The consent decree also created the Community Police Commission (CPC), made up of civilians, lawyers, and law enforcement personnel.¹⁵⁴ Under the consent decree, CPC must regularly hold public meetings discussing the Monitoring Team’s reports and soliciting community feedback about SPD’s compliance with the decree.¹⁵⁵ Since the start of the consent decree, CPC’s responsibilities, authority, and size have all been expanded by local legislation.¹⁵⁶ CPC is now required to “provide ongoing community-based oversight of SPD and the police accountability system,” in addition to its responsibilities under the consent decree.¹⁵⁷</p>

¹⁵² “Frequently Asked Questions,” Seattle Police Monitor, accessed July 12, 2022.
<https://seattlepolicemonitor.org/faq>.

¹⁵³ See endnote 152.

¹⁵⁴ “Community Police Commission,” City of Seattle, accessed July 12, 2022,
<https://www.seattle.gov/community-police-commission/about-us#commissioners>.

¹⁵⁵ United States v. City of Seattle, Civil Action No. 12-CV- 1282 (W.D. Wash July 27, 2012),
https://www.seattle.gov/documents/Departments/Police/Compliance/Consent_Decree.pdf.

¹⁵⁶ Ordinance 125312 Council Bill 118969, Seattle City Council (June 1, 2017), accessed July 12, 2022.
https://www.seattle.gov/documents/Departments/CommunityPoliceCommission/Ordinance_APPROVED_052217_ALL_STRIKEOUTS_REMOVED.pdf.

¹⁵⁷ “Community Police Commission,” City of Seattle, accessed July 12, 2022,
<https://www.seattle.gov/community-police-commission/about-us#commissioners>.