

City and County of San Francisco
Chief of Police Recruitment

•Public Process Report

Ralph Andersen & Associates

Executive Summary

City and County of San Francisco

Chief of Police

Public Input Process

Executive Summary

Below is an executive summary of feedback from the public process for the Chief of Police recruitment. The public process included five Community Input Meetings as well as a Community Input Survey and a Department Input Survey. In addition, information was submitted to Ralph Andersen & Association via mail and email through a specific email address set up to receive additional information not covered in the surveys. The public process resulted in several comments collected from both the community and the Police Department. Below is a snapshot of the outreach efforts and the top survey results in key survey categories along with a summary of relevant comments collected from the survey participants. Full details from the Community Input Meetings along with complete Community Input Survey and Department Input Survey results can be found in the attached appendices (see tabs labeled "Community Input Meetings," "Community Input Survey," and "Department Input Survey").

Outreach

The San Francisco Police Commission liaison facilitated the outreach efforts for the public process. Police Commission and Department contacts were used to advertise the Community Input Meetings and to distribute Community Input and Department Input Surveys. Emails or advertisements were dispersed through, or sent, to the following locations:

- All local media outlets
- Advertised through the Commission Facebook page
- Provided to 7 Commissioners of the SF Police Commission
- City-wide Next Door (115,534 registered residents)
- SF Police Commission Twitter feed (400 followers), plus re-tweeted by numerous Twitter feeds
- SF Police Commission mailing list
- SF Police Commission Press Release
- Captain of Principled Policing Bureau contacts

- Station Captains asked to send link out in newsletter and mailing list
- Special Victim's Captain – all DV consortium
- Commission e-mail comments
- Captain of the traffic division – SAFE, SF Bike coalition, and Vision Zero
- Department email system was used to engage the Department (twice)

Community Input Meetings

Five Community Input Meetings were hosted by at least two different Police Commissioners to allow for the meetings to be held in an informal format to facilitate an open dialogue about the attributes and characteristics the attendees desired in the next Chief of Police. The meetings were facilitated by young people from community partner, Mo' Magic. The meetings were a community dialogue about the attributes and characteristics desired in the next Chief of Police. The information provided by the attendees was recorded on flip charts and later analyzed by Ralph Andersen & Associates. Additionally, Community Input Surveys were available at each meeting in English and five other languages: 1) Spanish, 2) Russian, 3) Chinese, 4) Vietnamese, and 5) Tagalog.

Meetings were held on the following dates and locations:

- Monday, August 15th at Southeast Community Center, Alex L. Pitcher, Jr. Community Room, 1800 Oakdale Avenue
- Wednesday, August 17th at Gordon J. Lau Elementary School, 950 Clay Street
- Thursday, August 18th at Mission High School, 3750 18th Street
- Wednesday, August 24th at Scottish Rite Masonic Center, 2850 19th Avenue
- Monday, August 29th at St. Mary's Cathedral, 1111 Gough Street

Community Input Meeting Data

Below is a summary of frequently used words and phrases provided by the participants from the five Community Input Meetings. Full lists of community comments can be found in the attached appendices (see tab labeled "Community Input Meeting"). It should be noted that several individuals attended multiple Community Input Meetings and provided input at each meeting. The data reflects all input, even if redundant or provided at another meeting by the same community member.

The most common words used in the community meetings were: community, experience, people, training, accountability, youth, mental health, and skills. When analyzing the word groupings certain themes emerged and are summarized as follows:

Community

The Chief of Police should be an excellent communicator who is accessible, engaged, and community focused. The next Chief of Police should be a 21st century reformer, accountable to the community and supportive of community policing. He/She will need to be a collaborator, who is a relationship builder and has a record of working with the youth. The new Chief of Police will deal with community violence and understand the complexities of serving the mentally ill and homeless.

Experience

The next Chief of Police should have command experience within a large department, a diversity of job assignments, and demonstrated leadership experience in comprehensive reform. The new Chief of Police should have experience working with different groups/stakeholders and should be tech savvy. While opinions differed on the amount of education and experience, there was a consensus that new Chief of Police should possess a balance of relevant experience and higher education. The attendees expressed that the Commission should look at the complete person, “not just someone who checked the boxes.”

People

The new Chief of Police should be a strong advocate for the community, who has strong people skills, is a good listener, and deals with violent crime. It is desired that the next Chief of Police engage the community and help serve people with mental illnesses.

Training

It is desired that the new Chief of Police review the police training curriculum and bring innovative approaches to training officers. Understanding the need to continue de-escalation and use of force training is essential. The community expects the next Chief of Police to align training with practice and follow-up to ensure training is actually being completed. Racial bias and implicit bias training was suggested.

Accountability

Transparency and officer accountability was a theme at most meetings. At the same time, community members indicated that the Chief of Police will need to be supportive of the officers, but hold them accountable for their actions. Some suggested that the new Chief of Police would have to impose discipline – recommend termination or prosecution on certain officers to gain credibility with the community.

Mental Health

The community would like the Chief of Police to understand the mental health needs of officers as well as community members. He/She will understand homelessness issues, crisis intervention, and advocate for mental health resources.

The Youth

The Community expressed the desire for a Chief of Police who has a history of engaging and impacting the youth. The prevalence of young people, especially young people of color, being afraid of the police is a major community concern. The Chief of Police needs to be involved with the community and the youth.

Skills

The Community members who attended the various meetings indicated that the new Chief of Police will need to have leadership, management, organizational, and relationship building skills (people, communication).

Community Input Survey and Department Input Survey

The survey instrument was customized so respondents could rank Department priorities, preferred candidate attributes, leadership qualities, and the new Chief of Police's priorities and preferred qualifications. The Police Commission sought to provide the respondents with some flexibility, so most questions allowed for written comments. The Department Survey also asked certain work-related demographic questions and asked two open-ended questions about the Department. Both surveys were open between July 20, 2016 to August 31, 2016.

Recap of the Survey Results

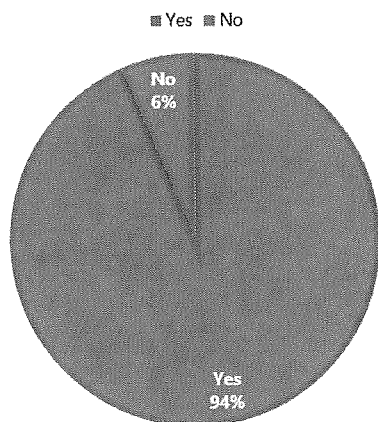
Responses to the Community Input Survey and Department Input Survey can be found in the attached appendices. The questions required a ranking followed by a comment box. Comments that were frequently expressed are summarized below after each question. A full compilation of comments is also provided in the attached appendices (see tab labeled "Community Input Survey" and "Department Input Survey"). Comments deemed to be inappropriate or personal in nature (i.e. specifically directed at individuals) have been redacted by Ralph Andersen & Associates and not included for publication.

Participants:

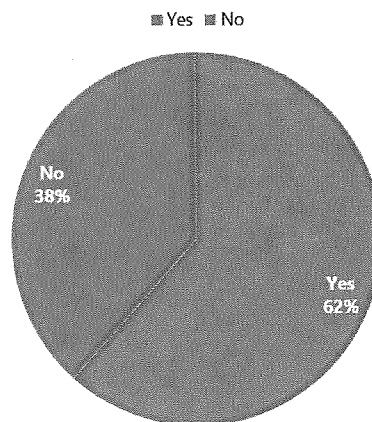
Community

- 776 participants took the survey
 - ◆ Internet link: 744
 - ◆ Community Input Meetings and Commission Office: 32
 - ◆ 17 surveys manually entered
- 93.6% were a resident of San Francisco
- 61.76% were employed in San Francisco

ARE YOU A CURRENT RESIDENT OF SAN FRANCISCO?



ARE YOU CURRENTLY EMPLOYED BY A COMPANY IN SAN FRANCISCO?



As indicated above, most of the Community Input Survey respondents live in San Francisco (93%). Nearly two-thirds of the Community Input Survey respondents are employed in San Francisco (61%).

Department

- 365 participants took the survey
- Internet link: 357
- Commission Office: 8
- 36% were a resident of San Francisco

17 additional surveys were received after the report was produced. The responses were reviewed and compared with the collective survey results.

Most Department Input Survey respondents indicated they did not live in San Francisco (36%). In terms of experience, the Department Input Survey respondents represent a cross-section of the Department.

- 28% have been employed for less than 5 years
- 32% have been employed 6-15 years
- 38% have been employed more than 15 years

Below is a breakdown of the positions held by individuals that participated in the Department Input Survey.

- 36.46% police officers
- 28.13% sergeants
- 15.28% support staff

How Safe is the City Compared to Other Communities?

Both survey groups were asked for their perception of how safe San Francisco was compared to other communities. The Community Input Survey respondents were divided on relative safety, while the majority of the Department Input Survey respondents felt San Francisco was less safe or much less safe when compared to other communities (51%).

Community	Department
23% Slightly Safer or much safer	21% Slightly Safer or much safer
26% About the Same	17% About the Same
32% Less safe or much less safe	51% Less safe or much less safe

Both survey groups comment: Depends on the area or the City and who you are (gender, ethnicity, etc.).

Top 5 Priorities for San Francisco Police Department to Focus On:

Survey respondents were asked to identify what priorities they thought the San Francisco Police Department should focus on. Both survey groups indicated that “Responding to Emergency calls for service” was the most important priority. Similarly, the two groups agreed “Crime Prevention & Reduction” was the second most important priority. Police accountability was a priority for both survey groups, as was promoting police-community relations.

Community	Department
1. Responding to emergency calls for service	1. Responding to emergency calls for service
2. Crime prevention & reduction	2. Crime prevention & reduction
3. Police Accountability	3. Maintaining public order
4. Promoting police-community partnerships	4. Promoting police-community partnerships
5. Maintaining public order (tie) Use of force training (tie)	5. Police Accountability (tie) Neighborhood problem solving (tie)

Community comments: Homelessness, mental illness, vision zero, car break-ins, and police training (use of force/de-escalation, anti-bias/implicit bias, and social services).

Department comments: 21st century updates in terms of equipment, officer safety, officer training, coordinate with public health on mental health issues, establish partnerships with the community, highlight how San Francisco Police Department helps the community, transparency, and media perception.

Top 5 Attributes When Selecting a new Chief of Police:

Both survey groups list integrity, strong leader, credibility, problem solver, and accountability in the top 5 attributes desired in the next Chief of Police.

Community	Department
1. Integrity	1. Integrity
2. Accountability	2. Strong Leader
3. Strong Leader	3. Credibility
4. Credibility	4. Problem Solver
5. Problem Solver	5. Professionalism (tie)

Community comments: Respect, transparency, and not concerned with political correctness.

Department comments: Focus on challenges of law enforcement, education and qualifications, someone from within or familiar with the community, and supportive of officers.

Top 5 Leadership Qualities to Consider when Selecting the Next Chief of Police:

Both survey groups indicated that the top leadership quality they desired in the Chief of Police is being an individual who is trustworthy. Both survey groups expressed the desire for a Chief of Police who is a problem solver. Holding employees accountable and understanding diverse communities was also viewed as a top 5 leadership quality. The Department Input Survey respondents chose modern development of staff, communications with the public, and modern policing practices as the top 5 leadership qualities most desired.

Community	Department
1. Trustworthy	1. Trustworthy
2. Hold employees accountable	2. Problem solving
3. Understanding of diverse communities	3. Development of staff
4. Problem solving	4. Communication with public
5. Community oriented policing	5. Modern policing practices

Community comments: No militarized police practices or weaponry.

Department comments: Integrity, support/train officers.

Top 5 Priorities for the Chief of Police to Focus On:

Both survey groups were aligned on the priorities the next Chief of Police should focus on. Improving police training, connecting with the members of the Department, reviewing effectiveness of all programs, and forming partnerships with community groups were selected as the Top 5 priorities by each group. The Community Input Survey respondents also expressed it was important for the Chief of Police to assess the internal accountability model, while Department Input Survey respondents stated that the Chief of Police should focus on continuing to implement reforms that are in progress.

Community	Department
1. Improving police training	1. Connecting with members/Department
2. Connecting with members/department	2. Improving police training
3. Reviewing effectiveness of all programs	3. Reviewing effectiveness of all programs
4. Assessing internal accountability model	4. Forming partnerships with community groups
5. Forming partnerships with community groups	5. Continue to implement reforms that are in progress

Community comments: Accountability, de-escalation training, change Department culture, require a degree for all police officers.

Department comments: Civilianization of certain positions (get officers on the street), improve and increase training, and support and build morale.

Top 5 Qualifications to Review when Selecting the Next Chief of Police:

Both survey groups had selected experience in a diverse community, experience managing change, crisis management, and a track record of reducing crime as the top 5 qualifications. The Community Input Survey respondents also desired candidates who had experience with reforms, while the Department Input Survey respondents desired candidates who embraced technology.

Community	Department
1. Experience in a diverse community	1. Track record of reducing crime
2. Experience managing change	2. Crisis management experience
3. Crisis management experience	3. Experience managing change
4. Track record of reducing crime	4. Embraces technology
5. Record of community involvement (tie) Experience with reforms (tie)	5. Experience in a diverse community

Community comments: Experience with mentally ill and homeless, emphasis on experience, minimum Bachelor's degree, experience in patrol, local, outside, accountable, work with groups of color, familiar with San Francisco, and accountability.

Department comments: Not political, engage community, patrol experience, support for patrol, familiar with San Francisco, and experience over education.

The takeaways from the Community and Department are as follows:

- Respondents are similarly aligned in many areas.
- Both groups desire police accountability.
- Both groups desire a Chief of Police who will reduce crime and build community trust.

Top 5 Training Priorities to be Addressed by the Chief of Police:

Department Input Survey

1. Use of Force
2. Current law changes and effects
3. Investigative skills
4. Conflict Resolution Tactical Operations
5. Interpersonal Communications

Department comments: Emphasis on technology, better firearms training

What are you most proud of as a member of the San Francisco Police Department?

- Diversity of Department
- Successfully fighting crime with limited resources
- Triumphant through difficult standards
- Sacrificing for the community
- Preventing crimes
- Tradition and history of the Department
- Pride in serving the community
- Being part of a team
- Community policing
- Professionalism
- Commitment to keeping San Franciscans safe
- Appreciation from the community

If you could make a change or improvement in the Police Department, what would it be?

- Increase staffing
- Improve quality of training/equipment
- Highlighting success of the Department
- Improve technology
- Improve hiring/promotional process

- Leaderships supportive of officers v. politics
- Better facilities
- Accountability for all – even supervisors
- Recognition for a job well done
- Transparency
- Develop better relation with the District Attorney
- Tasers

Is there anything else you think the San Francisco Police Commission should consider when hiring the next Chief of Police?

- Hire from within
- Not politically focused
- Transparent to the Department – communicate with officers
- Strong leader
- Strong character

Email Address for Additional Input

An additional email account (Input-SFPC@ralphandersen.com) was established as a method of receiving additional input beyond the Internet survey. Complete copies of this additional input can be found in the attached appendices (see tab labeled “Email Input”). The following information was received through this portal:

- Letter dated August 25, 2016 from the ACLU providing suggestions on the approach to the recruitment process.
- Letter dated August 1, 2016 from John Crew providing several suggestions on the recruitment process.
- Email indicating that the number one priority should be combating human sex trafficking.
- Four (4) emails relating to accessing the survey.

Public Process – Summary

In summary, the Public Process, which has included both community members, activists, and Department members, suggest that the San Francisco Police Commission screen candidates for the next Chief of Police against the following attributes, characteristics:

- Strong leader

- Integrity
- Transparent
- Excellent communicator
- Trustworthy
- Problem solver
- Credibility
- Supportive of officers and community
- Professional
- Tech savvy

It was also suggested that candidates should also have the following desired qualifications and experience:

- Demonstrated leadership in comprehensive reforms
- Track record of reducing crime
- Experience working in a diverse community
- Experience in a large metropolitan department
- History of holding officers and staff accountable
- Record of community engagement
- Demonstrated experience in community policing
- Engages the Youth
- Understands issues related to mental health and homelessness
- Record of staff development/mentoring/training
- Experience over education

Community Input Meetings

City and County of San Francisco
Chief of Police

Community Input Meeting
Alex L. Pitcher Jr. Community Room
1800 Oakdale Avenue, San Francisco, CA
Monday, August 15, 2016

Group 1
Not use research firm
He has humanity
Internal Police Chief
Commitment
Serve and Protect
Stakeholders in the Community
De-Escalation
Reinstate Chief Suhr
Chief salary should go to community
Community caregiver
Change job duties
No more black/born killed under next chief
Community members
Experience both sides/community & policing
Community policing back in place
Change "Us & Them"
Be able to communicate with the Police Department
Officers live in San Francisco
"Open Door" Policy (In person conversations)
More police foot patrol
"This is my community too" – Police Chief
Cut Police Chief Salary
Accountability in community, Home first
Workaholic 24 hour standby
Distinguishing community members with mental health & Police Department as well
Communication
Education Credentials
Put rookie officers on street with older officers to learn the community
Walk the streets
Higher Education
Use of pepper spray and tazers
Promoted from within

Open Dialogue
Flexibility
Sense of Community
Clean record to set an example
Officers coming to meetings
Officers need to get to know their community first
Minimum of 20 years on the force in SFPD or the state of California
21 st century policing
Speak on issues as they arise and not later
Community take responsibility
Know the history of Bayview
Community needs more access
Unfinished agenda
Policing Bias
Not always using lethal force
Group 2
Fire and recommend prosecution
Real executive power/Executive level managing experience
Peaceful resolutions, sanctify of life and non-violence
Professional
Capable of saving lives
Removing officers that have mental illnesses
Physiological evaluations every 6 months
Hiring more experienced officer because they can be held more accountable
Needs to be more involved in the recruitment process
Toleration level
Training officers with NO GUNS and finding other solutions
Cannot be better than whom they surround themselves with
Involving the community to find a good team for law enforcement
Finding problems and resolving them
Reliable policeman
Being understanding
Support groups, training, schools, churches Etc.
In order to change, I can't happen within
Looking into both sides (People on the outside, and the ones already working on the inside)
Important to address the Blue Ribbon Recommendations
A candidate that understands that "policing" in this nation is BROKEN
Having awareness
Advocating for Human Rights
21 st century policing
Ability to obtain an "Open Door" experience (1 Saturday every month for 3-4 hours)
Associations and important organizations

Embrace the knot on my watch policy
Long term & short term goals
NEEDS to live in San Francisco
How much money is being invested towards outreach?
What is the training that they go through?
Changing the training, and making sure their actually learning and receiving information
Being Brainwashed
Someone who has the same mindset as a community member
Training Curriculum
The level of Education
Applying things properly
Understanding risk management issues and paperwork
Ability to hold people accountable
Impacting the community on a positive level
Live the experience
Does not have to be a man
Being engaged with the people of our community and actually take it in
Outreach to EVERYONE! (blacks, whites, Asian, pacific islander, Hispanic Etc.)
Changing the use of force policy
Chief standing up to POA
Actually using what they learned in training and using it in real life situations
It is not just about training, it is about the "follow up"
A strategic plan
Question what they know about the city before coming into office
Survey about defying stakeholders
Community council
Police accountability
Needs to be transparent
Promoting police and community collaboration
The community needs their voices heard
Mental health and crisis education
Understanding the dynamics of racial policing
The development of policing
Working with the youth
Equally safe, there is crime everywhere
Less safe – depends on whom you are and where you are from
Neighborhood problem solving
Better communication about community meetings
Unsafe

City and County of San Francisco
Chief of Police

Community Input Meeting
Gordon J. Lau Elementary School
950 Clay Street, San Francisco, CA
Wednesday, August 17, 2016

Group 1
Bi-Lingual (English is their second language)
Understands San Francisco culture
Attended public school in San Francisco
Someone who will commit to implement DOT report
Critical thinking abilities (in general) and see all sides of issues.
Empathy for women (Especially those whom have been victims of violence)
Dallas Police Department Chief Brown – he is right that the police should share the burden of resolving matters with the community. (Before police need to be involved)
Must be willing to hold officers who misbehave accountable (Chief needs to point to, and not cover up police misbehavior)
No longer called "Police Chief", the name should be changed to "Peacekeeper"
College Degree (at least a BA)
Can see the "Big Picture" (State/Federal Giants)
Up-to-date on latest crime fighting techniques
Great relationship building skills (sensitive to a broad range of diverse issues)
Lives in San Francisco
Able to make un-popular decisions under pressure
Supportive of team, but still holds them accountable as well.
Develops policies (buy-in for all)
Top Cop = Top Peace Officer (must exude hope, peace, compassion and justice)
A person of color/diversity
Able to deal with crime (like homicides) that are happening in San Francisco to the people of color today. (Community violence)
Choosing a San Francisco Police Department Officer/Chosen by the public and law enforcement within, not by the government
Why not Chaplin or someone else within the department?
Not afraid to say L. Yee was set up by J.B. & D.F. (The "Shrimp Boy" incident.)
Knows how to include "common sense" into the San Francisco Police Department workforce.
Be firm with officers on non-accountability
Not trigger-happy
College degree is not necessary
Should have more interaction with the community (Community meetings)

They should hire Toney Chaplin
Should support more "community policing" determined by the community
Should undergo a FULL background check before hiring
No involvement in the IOS's
Must support educating in the public schools on bullying, harassment and crime prevention. (By assigning an officer to educate the youth on these matters)
Unimpeachable integrity
Must see the value in ongoing counseling for officers.
Coordinate and build partnerships with social services agencies (Show the burden)

Group 2

A polite role model
More foot patrol
More community meetings
Safety and security issues in China Town to insure better management
San Francisco Police Department Chief who is known and from the City itself
Work with other city departments
Be from San Francisco or live in the city itself
Has management skills
Knows the city on San Francisco and has city experience
Addresses the homeless
A responsible person
Race is not a factor
Experience working with different groups and consultant with the mindset that everyone matters
Leadership skills
Sensitive to community safety
A strong advocate for the people of San Francisco
Has fast solutions and does not care about the degree
Addresses community's needs
Affordability causes problems
Understands the need for safety
Communicates with the community
Will hear the people's voices
Will bring the community together
No racial profiling or discrimination
Educated
Cares about small businesses
Cares about public housing residents in 459,484,594
No politics
Is an honest person
Comes in with an open mind
Fairness

Understands the people of San Francisco
No favoritism
Keeps the community in mind
Knows the importance of public housing and safety within it
Committed to work
Has experience with understanding, being respectful, knowing the needs of the community and city and has a sense of community
Can work within and on diverse and complex neighborhoods
Communicate with organizations, merchants and residents
Responsive and resourceful
Public housing in 400 HH
Crime prevention
Crime underrepresented (do not want to cause trouble)
Senior scams on municipal buses/robbery
Collaborate with community organizations
Outreach education to the community
Develop more trust
Administrative experience to lead the department

City and County of San Francisco
Chief of Police

Community Input Meeting
Mission High School Cafeteria
3750 18th Street, San Francisco, CA
Thursday, August 18, 2016

Group 1
Deal with chronic recidivists
Tough on crime
Non-bias culture implemented
Build trust between the SFPD & larger community
No discipline
No OIS
No Chief of Police
Backgrounds
Fire the "Dirty Cops"
No viewing of body worn cameras
No pensions
Compassionate
Inclusive
Diverse adv. Committee
Community input – pick candidates
Group 2
Unimpeachable Integrity
Locally selected
Outside entity
Focused on crime reduction
Implement Blue Ribbon

Fire the "Dirty Cops"
Knowledgeable on mental health
Fire cops and hire community facilitators
Not a part of the GTF
De-Militarize the police
Loyal to the community
Accountable to the community
Training on de-escalation
Reform for the budget
A world class Chief
Discipline – Code of silence
Panel finalist
Transparent process
Culturally sensitive
First 48 hours
Don't hire – Civil Rights violation
Hire an "inside Chief" – someone local
Talk to the community
Town hall meeting
Religious leaders
Ride-along program
Objective to hold accountable
Accountability & resources for victims
Families of OIS with dignity
Do not hire cops who have been in OIS
Focus on the youth as children
No violent stand offs
Work with the community – inappropriate behavior
Reward the good cops
More diverse district of officers in mission
Increase momentum on use of force and explore options
First response if they have a mental health unit

Real experts who are sensitive culturally
Chief talks responsibility and training
Demonstrates experience in leadership in comprehensive reform
No broken windows theory
No training by national police
PERF – Pattern and prevention reform
Never criminalize homeless
Urban shield
Buck POA
Realistic about role as Chief
In line with the Blue Ribbon Panel
4 th amendment rights
Never promote OTV under review
Knows answer to commission
Put an end to patrol specials
Montoya – no stereotype
Equality
Integrity in mind
Ensure officers are kind
484, 459, 594
Reduce crime
Support for patrol special
Shares resources and more community policing
Psych. Calls vs. Police Calls
Why do you want the job?
What is their “Visions”?
What would you walk away from?
Officer drug testing
Officers mental evaluation – 90-day
De-militarization
More training and support with the youth in community
Chief needs to meet schools

From San Francisco

Transparency – Not slave catcher

Long History – Social procedural justice

Convicted civil rights violation

Implement community ideas

Community policing Vs. Crony Policing

Communicator – Enforce change

P.R. Record with youth and community

Chief brings the community together

No racist scandals

Build reserve program

Committed to matching training with policing

Consequences

Organizational skills & 21st century technology and reporting

Data Collection

City and County of San Francisco
Chief of Police

Community Input Meeting
Scottish Rite Masonic Center
2850 19th Ave, San Francisco, CA
Wednesday, August 24, 2016

Group 1
Is a resident or has been a resident of San Francisco
Be able to understand the population that they are serving
A Chief who will implement a program, so that African American young men are not afraid of the police department
A hands on Chief
Someone who can build trust with the community
Culturally sensitive
Transparent
No guns
Prevent shootings
Social media
Lobbying of the city's legislation
Emergency services for psychology
Identify mental health allocation resources
Progressive
Reformative
Community input
Engage with the youth
Wants to help the community
Someone who is not feared
Effective
Empower the district Captains
Encourage whistle blowing
Experience in reform
Not a racist
Knows the problems of the city
Legal background
Should not have the endorsement of the P.O.A.
Stand up to the P.O.A.
Considerate of the homeless
Wants to be engaged, and want to come to work
Treat all people with respect and no stereotyping
Honesty, loyalty and integrity

Group 2

Experience running a modern police department
Blue ribbon panel
Creative
More with less
Not within the ranks. Choose an outside Chief
Be held accountable
Strong leader
Knows the demographics and statistics
Make sure that minorities have a voice
Heart for the community and youth
Enforce officers to be educated with the population that they are dealing with everyday
A program that reaches the youth, so they can learn at an early age not to be afraid of the police
Focus on who the Chief leads
Deliver his or her message to the stations officers
A down to earth Chief
21 st century approach
Use technology to fight crime and embrace technology
Consult with proper tech agencies, and ask the people to consider if technology is constitutional. Be able to balance technology with a legal aspect.
Facility forums when violence happens within the communities
Understand how to serve the San Francisco community with people with mental illnesses
De-Escalation
Use of voice
Use other methods for mental illness confrontation
Email server list of crime for merchants
Management experience
Organizational change
Strategies
Reform/a leader for change/ethical/strong
Knowledge pattern & practices of other Chief's in other cities
Command Experience
Community input on finalist
Helping the youth be more engaged
Trust (build trust and relationships with the community)
Accountability & Responsibility
Value the youth and their opinions
Anti-corruption agency
Office of audit
Strong background of collaboration
Top national candidates to apply

Leading reform efforts
Values education
Bachelor's or Master's degree
Lead at a command level
Contact national candidates
Ensure the community knows that this was a valid choice
Know the city and know the cities problems
Needs support from the commission
Reach out to Captains
Passionate about San Francisco
Credibility
Outside Chief
Focus on having a better training for the future
Better gun training
Have a panel so the community can question the Chief and have discussions
Finalist panel for the community to talk to the possible Chief
Hiring and recruitment process is fixed before the academy clauses
Cultural problems fixed
Get rid of the "Bad Apples" in the SFPD
Should not have the endorsement of the P.O.A.
Do not forget to engage a wide variety of people
Change agent
Engage the community (Community centers)

City and County of San Francisco
Chief of Police

Community Input Meeting
St. Mary's Cathedral
1111 Gough Street, San Francisco
Monday, August 29, 2016

Group 1
Makes the Community a better place
Safer for young people and African American men
Interact with community
Administers
Brings no sense of racial grievance
Incur wrath of establish to protect office
Internal Candidates must know it's a leap to supervise fellow officers
Understands community
Firm grasp of quality of life issues
Sympathetic to homelessness
Chief can communicate and empathize
Strong law enforcement qualified credentials
Understands the people
Balanced, common sense
Strict on officers – how hold officers accountable
Publicize 3 finalists for public input
Screening
Chief who doesn't judge based on appearance
Honest
Professional
Strong leader
Reliable
People Skills
Communication Skills
Chief will need community backing
Responsible
Respectful
Cultural mecca like SF – need to understand
Clear background – learned from mistakes
Helpful
Accountability – impose discipline – recommend termination or prosecution
Reverse corruption
Honest

Persistent
Someone Ready and confident to do this job
Internal or external – they need to be confident and ready to serve
Be from SF – They'll know environment / area
Experience working with other jobs
Mixture of internal and external experience
External Chief can trust
Have internationally
Introduce successful external
Technology experience
Communicate with diverse groups – young people
Supportive
Question: Take on community policing and experience?
Question: Past successes – Show support
Fatal OIS is a mark against them – made public
Won't abuse their authority, background, discipline record, open to mistakes, not too harsh, administrative
Full public disclosure of names held
Experience and Education - Balance
Education – CJ, law, etc.
Degree shows some work for 4-year degree – not all, but increases odds
Innovative approach to training his/her officers
Have to have a heart for youth in the community and the people
Give equal respect to everybody
SF experience and outside experience
Stop racial profiling – young men of color
Lessons from other countries on education background
Don't allow officers to impede investigations based on knowing suspect
Racial bias training
Survey Questions
Has integrity
Loyal to the people - community
Command experience within a large department with diversity in job
Military Experience
Valued experience
Well- rounded – patrol assigned, etc.
Peer feedback can help us
5-10 years Patrol is key as foundation
Balance experience – not check boxes – look at whole person – does that person have experience and qualities to do the job?

Group 2

Chief upholds the law

Seeing those that are being arrested as equal

A caring police chief

Familiar with the community

Ask to feel out questionnaire (sample league of women panel)

Own their bias (candidates to be chief)

Chief would have a way for good officers to report and be protected

Police Department who believes in the people they're serving

Relationship with youth

Gives Guidance

Chief that can defend the Peace without hurting the community

Chief has advanced (Master's Degree)

Chief with open data / track record

Bias training for the review panel

More evaluations to help officers going through trama

Chief should be young

Train officers well

No hiring outside, that have killed

Fire all bad officers

No officers who feel they're above the law

Community minded

Independent from the police department

Change mentality

Make sure POA isn't a part of Chief choice

Knows the neighborhood / involved in community

Police chief live in SF

Should demand officers to live in SF

Holds the officers accountable and command

Not scared of communities or punishing officers

Chief access community, re-align our resources

Mental health issues (helping people with)

Realign how our resources are allocated

Psychologist on 911 calls

Chief with a mental health platform -- money for community allocation

New training with dispatchers

Help children that were traumatized by victims of police brutalizing

Mental health component senior officers as well as community

Committed to implementing blue Ribbon

Treats everyone the same, including PD

From SF / Give back to community

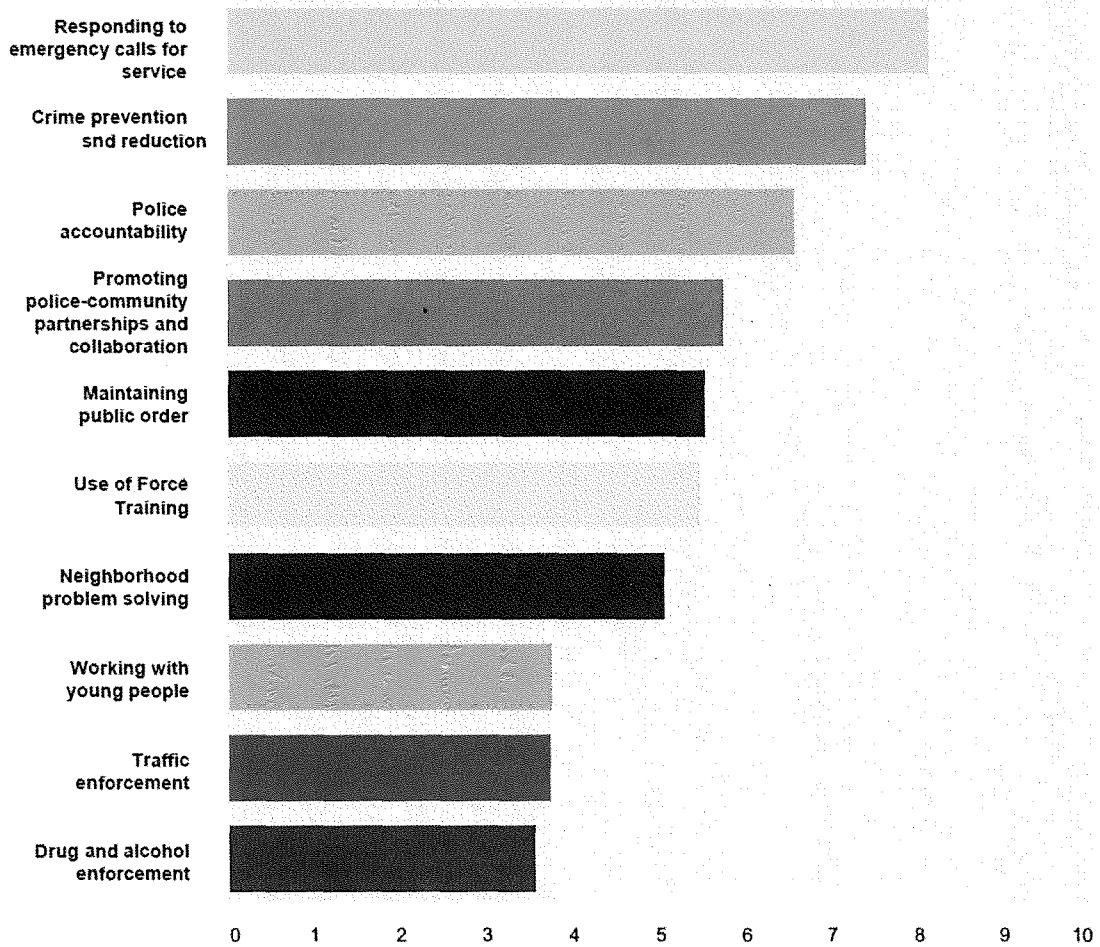
More racially balanced policing

Outside SF / Run modern
21 st century policing
Younger chief to relate to community
Change culture of PD
A woman
Not endorsed by POA
Willing to change diversity
Racially /gender balanced
Foot patrolling
Chief that is youth friendly
Chief has a social media presence
Youtube friendly chief / department
Willing to disclose academic record
10-15 years of experience running police force
Chief to have an open process
Strict chief / able to speak to officers
Interact with youth in community
Sees humanity in others
Chief has thick skin
Relationships with those who are arrested or being targeted
Someone who sees community as a big part of the job
Committed to different use of force policy
Strong chief
Chief would have officers mentor children
Building relationships
Humanizing people
Sees themselves as a part of the community
Chief doesn't see working for force as military or war
Chief that admits when wrong
Addressing mistakes
Chief have ability to make his officers have accountability

Community Input Survey

Q1. From the 10 choices listed below, please rank the priorities you believe should be the focus of the San Francisco Police Department. Please rank the choices from 1 to 10, with "1" being the highest priority, and "2" being the second highest priority, and so on. Please rank all choices.

Answered: 776 Skipped: 0



Q1. From the 10 choices listed below, please rank the priorities you believe should be the focus of the San Francisco Police Department. Please rank the choices from 1 to 10, with "1" being the highest priority, and "2" being the second highest priority, and so on. Please rank all choices.

Answered: 776 Skipped: 0

	1	2	3	4	5	6	7	8	9	10	Total	Score
Responding to emergency calls for service	41.37% 321	16.37% 127	12.89% 100	8.12% 63	6.19% 48	5.80% 45	3.99% 31	2.71% 21	1.03% 8	1.55% 12	776	8.15
Crime prevention and reduction	18.04% 140	26.55% 206	12.37% 96	11.86% 92	9.28% 72	8.38% 65	6.57% 51	3.48% 27	1.80% 14	1.68% 13	776	7.41
Police accountability	18.56% 144	13.14% 102	11.86% 92	13.40% 104	9.02% 70	10.44% 81	6.96% 54	4.25% 33	5.80% 45	6.57% 51	776	6.58
Promoting police community partnerships and collaboration	7.47% 58	8.63% 67	12.50% 97	11.73% 91	11.47% 89	15.34% 119	12.63% 98	8.76% 68	6.70% 52	4.77% 37	776	5.75
Maintaining public order	4.12% 32	11.08% 86	18.04% 140	9.66% 75	9.92% 77	7.60% 59	9.54% 74	11.86% 92	10.57% 82	7.60% 59	776	5.53
Use of Force Training	6.44% 50	13.02% 101	12.63% 98	8.51% 66	10.18% 79	9.66% 75	8.63% 67	10.44% 81	10.05% 78	10.44% 81	776	5.48
Neighborhood problem solving	0.64% 5	4.90% 38	8.38% 65	13.02% 101	16.62% 129	14.95% 116	15.46% 120	13.79% 107	7.73% 60	4.51% 35	776	5.06
Working with young people	1.03% 8	2.32% 18	3.09% 24	6.83% 53	9.15% 71	10.31% 80	13.92% 108	19.97% 155	16.49% 128	16.88% 131	776	3.76
Traffic enforcement	1.16% 9	2.19% 17	3.99% 31	8.89% 69	10.05% 78	8.76% 68	11.86% 92	11.08% 86	21.39% 166	20.62% 160	776	3.74
Drug and alcohol enforcement	1.16% 9	1.80% 14	4.25% 33	7.99% 62	8.12% 63	8.76% 68	10.44% 81	13.66% 106	18.43% 143	25.39% 197	776	3.55

Q1: From the 10 choices listed below, please rank the priorities you believe should be the focus of the San Francisco Police Department.

Comments	
1	Improving relations with communities of color (as a necessary crime fighting strategy); Sharply reducing racial disparities in searches and particularly PC 148 "contempt of cop" arrests; WILL BE VERY HARD TO INTERPRET THESE RESULTS -- INEVITABLE LACK OF COMMON, PUBLIC DEFINITION/UNDERSTANDING OF THE TERMS AND PHRASES HERE.
2	Working with the other emergency departments smoothly. (SFFD / Ambulance, etc.)
3	Past history of maintaining public order is crucial. Especially since the public has become more vocal, more in your face and with forceful demonstrations.
4	Homelessness and crime are interrelated. Cops cannot turn a blind eye to the crime routinely engaged in by many homeless.
5	Officers should have or attain an AA in law enforcement!
6	Needed an leader or an person whom came from an/or grew up in SF and or Bay Area is a must i.e. more elems an or HS community meet and greeting an edu as well.
7	No one - esp. not SFPD Officers - can be above the law.
8	Community Policing - walking the beat getting to know the business and owner and staff and the residents and interacting with the community.
9	Equality
10	Transparency (real). Practice on/in communities will be the test.
11	We need a police chief that won't give in to such a vocal minority that basically wants police to be totally "hands-off" law-enforcement. The new chief must focus on crime reduction above all else.
12	My wife & I, as well as almost everyone we know, think SFPD does a fine job. We value and appreciate their work to protect us, especially from violent people. We know their lives are often in jeopardy. We think those protesting against the SFPD are generally criminals, supporters of criminals, or professional protesters.
13	Aggressive homeless are an issue that can't be ignored.
14	Too many unlawful traffic activities in Bayview Hunters Point and the police are told not to chase? This promotes continued activities that will never stop. More police are needed in the area.
15	Get rid of dirt bikers, double parkers, car burglars.
16	The police should work in tandem with trained social workers to *increase public safety* including the safety of those who maybe causing problems.
17	Crime is out of control because nothing happens to them. People are threatened and attacked and robbed all the time. Prop 47 was a big mistake. This city is a mess.
18	Homeless
19	I would you like to see Vision Zero successfully implemented and have SFPD Focus on the Five (http://visionzerosf.org/vision-zero.../enforcing-traffic-laws/). I see bicycles getting ticketed every day, it's silly! It gives me a very bad impression of SFPD. I am nearly hit walking in the cross walk at Market & Larkin every day at work and then must veer into traffic countless times per block on my bicycle commute home because the bike lane is full of double parked cars. So dangerous! Cars kill people and bicycles do not, bicycles also take cars off the road, helping our bodies, air and mental health. Cars do not stop at stop signs, they double park in designated bike lanes, they speed, they cause safety hazards, mental stress, and they kill.
20	Focus on stopping unruly protests and riots. Use of force should be enforced. We never had problems in San Francisco till now. Do not allow the public to enforce what law enforcement is

	trained to do. I grew up in San Francisco. Hoodlums now are the worst! The City needs law and order!!!!
21	Implement the recommendations of the Blue Ribbon Panel Report. Ensure civilian oversight that reduces nepotism and ensures fair hiring and promotion. *Require de-escalation training*. Ensure police are community-oriented.
22	The new chief must be confident, take control at once. He has a tough bunch at the POA, he must make clear that he is in charge, not them.
23	Use of Force Training needs to specifically be de-escalation training and working with captains to implement the TEAM aspect of the Crisis Intervention Team training. Pay officers to get degrees in social work.
24	I think the police should concentrate on training in the social services- i.e. working with people with mental health issues to de-escalate situations before arrests and shootings
25	Prosecute and fire criminal police.
26	Legalize marijuana, teach peaceful co-existence and diversity training in schools and communities, bail out generations x & y student loan debt and free post-secondary vocational training and/or college
27	The Department needs to work hard to build public trust, particularly now that the public is aware that members of the SFPD were exchanging racist text messages and engaging in other deeply inappropriate and offensive behaviors.
28	I think working with SF's mayor to address the homeless and mental health crisis in SF is the absolute number one priority.
29	My logic is that the basal purpose (and therefore highest priority) of the police force is to maintain order. However, I think what has been lacking in prior chiefs and needs to be a focal point is how to do that with community policing. This starts with things like Use of Force training and being an example for police departments around the country in diffusing violent conflicts without lethal force. People need to be able to trust the police and not have to fear them.
30	Traffic enforcement should be prioritized to ticket 3000+ lbs. vehicles driving dangerously and then bicyclists driving dangerously and not the petty complete stop nonsense used to harass bicyclists while sidewalk riding and illegal use of the bike lanes by other vehicles goes unenforced.
31	We need police to enforce the homeless and filth problems across our city. The police do not even show up at these calls let alone do anything!
32	Taking care of their community, helping people find jobs and homes, programs for the youth to get to understand crime, addressing the public's needs.
33	Most are important. Many of these other lap.
34	I don't know what "Force Training" is. Why would this survey assume that citizens are familiar with this concept? Using Deadly Force is a huge a problem in our community that results in escalation of violence rather than the preferable prevention or de-escalation.
35	De-escalation training is sorely needed for ALL of the SFPD. No more shootings from multiple cops against one individual who may be mentally ill, have a chronic medical condition or other handicap that the SFPD may know nothing about. It's time for a more intelligent and compassionate SFPD.
36	Enforcing laws that prohibit sleeping and defecating on our sidewalks, as well as other laws that were enacted to protect the quality of life and rights of residents
37	Overall, we need a force to respond to emergencies & prevent crimes & maintain order. It's also time to enforce accountability & get training for alternate uses to lethal force.
38	Stop treating breaking and entering homes and cars like a minor incident
39	I find some of these options redundant.
40	Some of these numbers overlap with others, but these are the closest I could render at this time. Accountability of the officers and the public are essential on both part and for trust to be gained. Transparency is a must, let's work together to gain that.

41	These questions should be separated by rank.
42	Learning to better de-escalate situations without use of guns. Learning how to better deal with the mentally disabled that is not imprisonment. Placing officers in the communities that reflect them.
43	Simple: punish and jail killer cops. Fire cops that are known to be violent and have complaints against them. Don't hire cops from other departments that are known to be violent. For 300k it's pretty straight forward.
44	Revising hiring and training process to ensure that only candidates with the right ethics and values and a commitment to serve and respect a diverse population get selected.
45	SFPD needs to react appropriately to the mentally ill or erratic behavior
46	Enforcing the laws on the books.
47	We need the police to be allowed to respond to this horrendous crime wave and NOT hamstringing them. We need MORE police in the neighborhoods and we need to allow them to move the homeless out of doorways and out of residential neighborhoods.
48	Note that SF is quite unique in its deluge of problems and I personally feel we need to acquire a ...
49	Handling homeless with mental issues and drug/alcohol abuse issues
50	Specifically work on implicit bias and de-escalation in mental health crises.
51	After hearing Chief Chaplain talk today about training vs. minimal force and de-escalation policies, it seems that use of force training needs to line up with policy and this should be a priority in the department. If police-community partnerships and collaboration results in community policing - then this should also be a priority, but not "I am suspicious of my neighbor" collaboration that is subject to implicit bias in calls from the community and response by the police.
52	Police force morale, compatible with best practices listed above.
53	CIT
54	We really need a chief that holds his/her people accountable at all times. Their main concern should be the safety and protection of all citizens.
55	New rules re use of deadly force.
56	The homeless problem is really so large in SF. I'd love a police chief who could work WITH homeless advocates to come up with a plan to help keep homeless people safe in a way that suits their community.
57	Grew up in San Francisco as a person of color.
58	Be fair and honest reserve judgement base on community and race above all do your job stay neutral you dealing with people not animals
59	Police being held accountable for mis-conduct, over use of force, the shoot first & figure things out later mentality, bias towards people of color. People currently have incredible low trust and faith in the police department. One of the biggest things is police not having repercussions for clearly acting out of order, being overly aggressive, racially biased and trigger happy. Not using lethal weapons or tactics in situations that don't require such force. Not all cops are bad, but the public needs to see the police department taking seriously disciplining those who are (not just putting them on leave for 5 months for intentionally shooting a 12 year old).

60	All Police Departments (including the SFPD) should train their Officers to use only as much force as is necessary at any given time. Unfortunately, SFPD Officers do not do this...particularly when dealing with BLACK people.
61	Implicit bias training and awareness
62	First off let's find a way to shoot less people it can be done and second decriminalize all drugs offer treatment as an option not mandated you can't force people to stop but you can leave the door open for when they're ready to change
63	Transparency and independent investigative accountability
64	This 1-10 method is goofy, but I tried. Also, you left out 'take seriously the idea of disciplining, firing, and jailing officers that break the law, lie on reports and on the witness stand, and murder people'. Also, abolish or seriously rewrite the so-called police officers bill of rights. Act like any other profession. Have oversight. These ideas will help: https://policy.m4bl.org/platform
65	The new police chief has to be able to be proactive and not reactive.
66	Police all have Crisis Intervention Training for Mental illness situations.
67	I think priorities should be set base on the neighborhood you are serving because the necessities of one area cannot determine the necessity of another.
68	The #1 should be changing the culture of the police department from "white rule/good ole boy network/nepotism." You can get promoted if you are white and who you know -- not based on what you know.
69	Community based policing Nonviolent de-escalation techniques These terms need to be defined in context. Police accountability to itself? Also we should be able to rank "other" as part of the 1-10 or 1-11) list.
70	I don't know what's covered by the topic names (i.e. drug/alcohol, neighborhood problem solving, working with young people) to confidently rate the priority.
71	Disability crisis training is non-existent in SFPD. Basic Life support training for every officer on street. Psycho testing for every cop is also appropriate for military tactics department is using. We need change yesterday.
72	My main concern is there in my #1.
73	Some of these should be on the same level.
74	List mixes policy with enforcement priorities. Should have separated the two into 2 questions.
75	Drug enforcement is FAR more important than alcohol and the two should not be combined. This city has a serious drug problem and it seems to go un-addressed.
76	Officers with repeated charges against need to seriously evaluated.
77	Setting proper limits to the role of the POA in influencing the SFPD.
78	Beat cops walking the streets in high density and volatile areas. Downtown/the Tenderloin and the Bayview.
79	Please make sure officers get training in de-escalating and are accountable for crimes committed by officers.
80	Anti-bias training, de-escalation training, accountability for officers who receive civilian complaints, accountability for officers that use excessive force, murder or don't use video cam to document interactions with public. Officers should be personally and financially liable if found guilty instead of tax payers having to front the bill for their actions.
81	We need change from Military style Police mentality to Guardians of our youth. We need to undo systemic racism in SFPD.
82	Community engagement needs to continue to be a priority. Working with the homeless population is critical. Officers need support in working with people with mental illnesses and also people with substance abuse issues (separate but overlapping concerns).

83	Officer foot beats.
84	Following the same laws they are enforcing, and being honest.
85	Please address property crime and homeless encampments. It is difficult to walk on the streets especially in West Soma near division street, Harrison and 11th. Cars broken into all the time, glass pieces in the streets
86	Most of the ten items above are important, so the new chief should be aware of the importance of all areas of public safety.
87	All of the above in equal measure. This survey is ridiculous.
88	Work to root out problematic officers (see Oakland sex scandal, racists texting). Work to eliminate problematic language from police contracts, see: http://www.checkthepolice.org/#review .
89	Community outreach, boots on the ground, connecting with citizens in the neighborhoods they police.
90	Innovative community policing & programs like Richmond, CA implemented
91	This is very difficult to rank. All the things police do are important. Everything on here is important. The only reason I put working with young people last is because it could be covered in promoting police-community partnerships and collaboration, which I put third.
92	Burglaries and car break-ins.
93	This is a poorly-structured question. Several choices overlap. None are mutually exclusive. And many other priorities are left out. It's like asking people to prioritize "protecting lives" and "avoiding police violence" -- perhaps the police could aim to both.
94	Police crime watch and patrol
95	The cops around here are like a foreign army they see many people as criminal they came in my home while I was in bed grab me by the feet had me go to a squad car in my underwear. My roommate shot his finger off while I was asleep. When I reported this to Police Lt. the cops said they saw rats in basement a lie I spend \$500 many are arrogant
96	Create a sense of being part of the community you serve, and never separate from it as us vs. them the way SFPD is perceived by too many people now.
97	We need to work together the police and the neighborhoods. We need to all be accountable. The streets in my neighborhood are lined with broken glass from all the car break ins and the city makes so much money from traffic tickets, and We keep paying and paying with no communication or safety.
98	If this "community " survey is only on-line and in English-only, you have grossly DISREPECTED the diverse populations of San Francisco! This English-only public survey is NOT COMPLYING with San Francisco' s Language Access Ordinance therefore the input is SKEWED and not representative of the opinions of ALL San Franciscans!
99	With Police Accountability, include Transparency. Also, true & complete reporting of crime stats.
100	Being POLITE and respectful to the public, especially during traffic stops. I am middle age white woman and the police can have an attitude which I now think is much worse towards people of color. So much can be dealt with a bit of humor, a warning to de-escalate potential situations and I LOVE, LOVE, LOVE the police, but courtesy goes a long way.
101	How about let him do his job, without all the PC, don't protect the criminal more than the victims of crimes.
102	This city is full of lawlessness and disregard for people and property. Police are not doing remotely enough, probably because of that . Stop the illegal behavior and crime, no matter how small. Lock them up and beat the crap out of criminals. Stop the PC crap
103	Drug and Alcohol test Police Officers randomly and make it mandatory after any police brutality or shooting incident. Specifically test for STEROID use.
104	Car break ins and homelessness issues

105	Shootings by police of black and disenfranchised people (homeless, poor, people of color) is the most crucial policing issue our city is facing right now.
106	"Working with young people" is too vague. Police should have input to "neighborhood problem solving," but it's primarily the neighborhoods, working with various agencies, and the SF government who should solve neighborhood problems.
107	Installing surveillance cameras where there has been the most gun violence.
108	It would be nice if the SF police also spent time addressing non-emergency crimes that have already occurred as part of the crime prevention process. I know of too many people who have experienced home and garage burglaries, car theft, and even car destruction by drunk drivers and the police do not do anything except tell the victims that there has been an increase in crime and not enough funds to address it.
109	Someone who UNDERSTANDS San Francisco. The acting chief does! PLEASE DO NOT TRY TO FIND SOMEONE NEW JUST BECAUSE THEY ARE NEW! THE INTERIM CHIEF IS DOING A GREAT JOB AND *HIS* LEADERSHIP. IS. WORKING. DON'T MESS THAT UP!!!
110	Reduction/investigation of property crimes (auto burglaries especially)
111	This is very hard to do I thank you for doing it. I feel it can be done with better communication let's keep talking.
112	Police have to be held accountable for doing their job and a process should be in place to immediately investigate neglect of duty etc. immediately so these individual officers will be held to answer quickly for any issues and there has to be a consequence which with every incident becomes more serious.
113	I think we need to promote an officer from the ranks and DO NOT bring in someone from outside.
114	This ranking set up is ridiculous. All of these need to be addressed, but it is a matter of how much time the department can devote to each. Without any understanding of the actual time it takes to address these issues, one cannot possibly give useful input.
115	Enforce immigration laws
116	If we are to be truly innovative, we need to implement use of NO FORCE training.
117	Implicit bias training, De-escalation techniques
118	<p>I do realize that the current/interim has not officially applied for the position.</p> <p>I also understand the goal of transparency. However, I believe this whole process is a too many cooks in the kitchen.</p> <p>Nevertheless, I know my commentaries will be lumped into a pile of comments that will get lost if not flat out ignored.</p> <p>I offer these two opinion pieces as a community member, who from 1983 to 1993 taught Bible to the teenage murders, rapist and game members at the SF juvenile hall. And a longtime resident (1960) And as you can read, still very much engaged.</p> <p>https://medium.com/@casegame/simple-choice-for-new-san-francisco-police-chief-f45e6434662f</p> <p>https://medium.com/@casegame/sfpoa-and-sf-da-need-to-attend-aa-meetings-87c6ef754f19</p>
119	Not really clear about the Use of Force question. I think officers should be better trained to use less force, so if that is the gist of the question then I would put a higher priority on that.
120	Street and neighborhood presence
121	Getting to know people in the neighborhoods they patrol. Being on foot or bicycle more often. Interacting with neighbors in positive ways.

122	Dealing with rampant property crime, enforcement of prohibitions against camping on sidewalks along with public urination and indecency and drug and alcohol use.
123	It is important that police officers live in the community
124	Elected to make a happy democracy which is the way our communities should be you should elect your police chief just like the sheriff.
125	Visibility either in cars or on foot beats
126	I think one of the main problems is that the Chief serves at the pleasure of the Mayor. So he is like a puppet controlled by the Mayor. The position should be a contract position with a moron clause. If the Chief is a moron he can be fired with a full vote of the board of supervisors and the police commission.
127	Developing relationships with all communities by regular walking patrols
128	I would expect a number of these to co-exist as high priorities with equal weight, rather than having to choose
129	Must be someone who is from the city who has extensive law enforcement experience.
130	Bias awareness training for all officers and able to stand up for change against POA.
131	I don't think your questions are comprehensively covering the concerns of SF residents ----- Homeless!! I know your hands are tied here.....but it's an overwhelming drudge to have so many poor folks living in such squalor. I guess this is the mayors prob to solve, not yours.
132	Enforce dog leash law
133	Administer a psych test, if that's not already part of the process. There has to be some way of determining those with mental health issues before they encounter the public.
134	Understanding and reflecting the community's culture and values
135	Transparency
136	Practically, I want a police chief who will focus on reforming the department's horrible relationship with the city (especially minority communities), and focus on implementing Vision Zero.
137	Maintaining a larger presence in the Tenderloin/Civic Center area
138	Visibility and foot patrols
139	Getting more well trained police. Pro-active enforcement analysis instead of reacting to calls for service
140	Quality of life policing; reduction of threats from homeless population; cleaner streets (no more urine or feces). Establishing respect for our officers; showcasing the positive side of the police; more equestrian & beat policing.
141	Creating zero tolerance for racism, establishing a police force reflective of the community it serves.
142	On #4 neighborhood problem solving I'd include quality of life issues / burglary /graffiti / dumping / homelessness
143	I have Spanish and black friends whose young adult children are afraid they will be shot and killed just going to work or home. I am a senior citizen and I am afraid to be out alone at night.
144	Traffic enforcement should be at the very top, and here is why: 1) All criminals are essentially caught by policing the streets under the guise of traffic enforcement. If you want to catch those with bench warrants, then traffic is the number one facilitator 2) Revenue: Police enforcement of traffic affords the city a great deal of revenue which is what the Police need in order to suffice their budgets 3) Safety. Promoting and enforcing traffic rules encourages safety in the streets and reduces bodily harm to others.

145	Enforcing public nuisance laws to deter bums from setting up tents and blocking sidewalks.
146	Ticket drivers that stop in crosswalks instead of on the stop line. Ticket drivers that honk at cars stopped for pedestrians in the crosswalk.
147	Making Golden Gate park safer!
148	Police accountability, to include establishing an independent police oversight board comprised of unaffiliated non-police citizens.
149	Start leveraging technology better. Like a damn app to communicate load videos, pictures of people doing ill . Also, prioritize your focus based on needs Stafford takes over at Park station and he commits to cutting down bikers running stop signs, it was the stupidest prioritization of community needs, police expectations, and use of time.
150	Body cams on every on-duty officer. record every time a gun or tazer is fired.
151	Crime has become a huge problem in my neighborhood (Russian Hill) and I no longer feel safe being on any street other than Polk Street during the day or night. I've lived in SF for 18 years and have never felt this way - not sure what is happening but I feel it needs attention. Thankfully there are officers in our neighborhood frequently but it hasn't seemed to deter criminals.
152	Reducing use of force, specifically against people of color
153	While working with young people, traffic enforcement are towards the bottom, I still consider them important.
154	I want the police to be more collaborative with the neighborhoods. I want to see them out talking to people, in the community so they are knowledgeable members who are invested, not just enforcers. If this happens, accountability will happen.
155	Trauma and crisis intervention
156	Institutional racism and abuses of power.
157	Foot patrols/regular neighborhood police (that we know on a first name basis) in the Tenderloin, Tendernob and Mission.
158	Crime prevention can be combined with police community partnerships....
159	De-escalation training.
160	I interpreted use of force training to mean 'when and how to use force', rather than 'force is predominantly the solution'
161	Illegal activities in homeless encampments -- and not allowing them in close proximity to schools (including private preschools)
162	This department needs more more training, especially in implicit bias and a de-escalation team that needs to be prioritized by the incoming Chief to reduce the number of officer-involved homicides in our community.
163	I'd like to see a complete revolution to the backwards, conservative culture of the SFPD which results in racism, death, and a rejection to data-driven policing / enforcement.
164	Better training for high-stress situation
165	We need a Chief who can lead the Department and advocate for better budget resources, training, equipment and staff.
166	He or she should fight for better training to deescalate tense situations so everyone comes out alive.
167	Interacting with all community organizations as active members.
168	This is a bizarre idea... the police need to do all these things... get a grip!!
169	Efforts to adequately investigate and catch criminals. Proactive policing. Increased police presence on streets
170	Traffic violators have become a problem as there are less police patrolling the streets. Rare to see a police car or motorcycle stopping a car due to traffic violation. Need more foot patrol of congested neighborhoods where crime on people in the street is on the upswing.
171	This was difficult! They all seem very important.

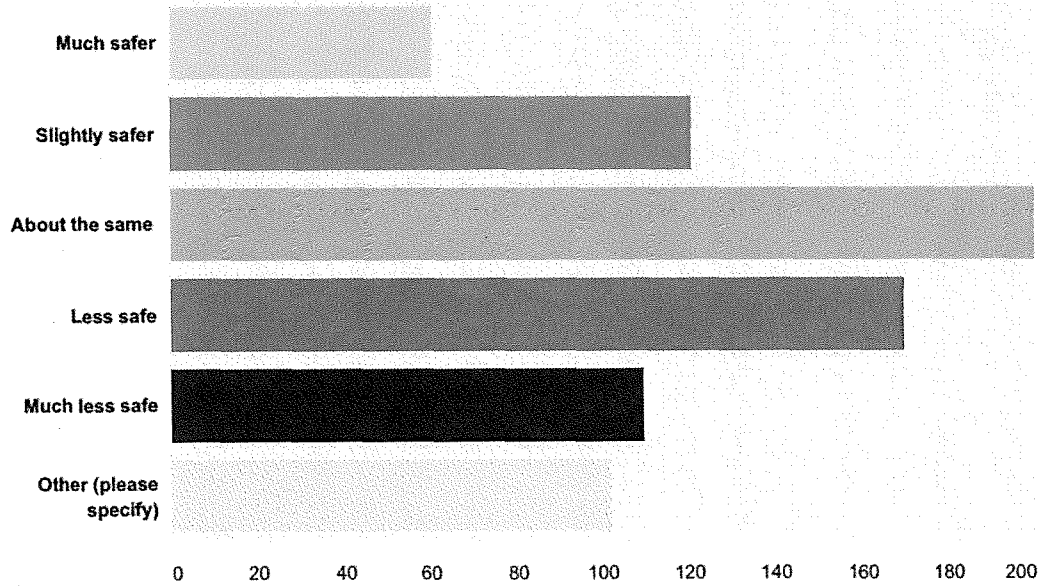
172	Advocate for common-sense mental health initiatives - it is not right that law-enforcement is the primary tool for responding to this public health crisis, but may take sharing police statistics and experiences to lead SF to ways to shift this burden off of our police force.
173	We need someone who can envision a drastic transformation from current policing practices. Modern policing began in the 19th century as a means of controlling the immigrant working class and enslaved individuals, focusing on individuals that were deemed "bad" rather than social, political, and economic conditions that have since been recognized as deeply affecting the life opportunities people have. There are numerous community-centered alternatives to increase safety while decreasing use of force, police bias, and racial discrimination. The new chief also needs to be able to stand up to the police union. They need to be willing to move their budget into true prevention--education, public health, mental health, creating good jobs, etc.
174	Compliance Training for Community
175	Commitment to Vision Zero objectives for tickets, arrests, etc.
176	This is a ridiculous question. You have different officers for different things and if you think saying "well, people ranked this lower" means you don't have to do one of them, no one is going to accept that.
177	Entire system needs to be reset. SFPD is a very progressive organization who has made strides in community relations. However, there is a problem with police culture nationwide that affects us all. Minor infractions should be completely de-prioritized, as should be drug enforcement. Those two strategies alone would take the focus away from the communities of color who have been historically singled out - whether consciously or not - and oppressed as a result of those actions.
178	First and foremost- demilitarization! We are citizens and neighbors, not war combatants. Treat us with the respect you want from us.
179	I think the "drug and alcohol" enforcement is redundant. There is already a "crime prevention" portion. If there is not a crime related to "drug and alcohol", why bother?
180	The true number one: protect and serve. First, do no harm. Pathway: Anti - bias training.
181	Neighborhood problem solving = stopping camping in parks
182	Thorough psychological screening of incoming new police force hires and extensive and routine ongoing training in de-escalation, racial and gender sensitivity, and mental health awareness.
183	Each of these is important on their own. I can't really rank them. We shouldn't have to be asked to rank the expected services of the SFPD. But what I have encountered and notice to be a threat to me, personally, are the perceived increase in the number of mentally-unstable homeless persons in the city and particularly in the Castro. I know that the SFPD is aware of this but it still feels unsafe and threatening to be around.
184	I would like a police chief who is invested in the values of community policing, de-escalation, anti-racism and mental health competency.
185	Be a resource to help us solve our own neighborhood problems like landlords who dump on the sidewalk, crazy homeless people who need help (how do we help them?), etc. They know so much more than we do...don't want to make them solve all our problems, but where they can teach us to solve our own problems, that's be great.
186	Stop the wave of unchecked crime in sf over last 3 years. Enforce all existing laws including sit lie and other quality of life issues that affect long term property tax payers
187	Need more patrol and visibility. Crime such as Auto-break-ins, Theft, Burglary, home invasions, street muggings are becoming the norm in the city.
188	Why can't these all be priorities?
189	Police should never kill and never destroy personal property. Death being irrevocable, there is no reasonable excuse, and training should not emphasize the risk of death beyond reason. Furthermore, a strong commitment from the police force not to use bomb robots is apparently needed in this day and age, quite a shocking development.
190	The San Francisco Police Department needs to work to rebuild the trust of the community.
191	Property crime reduction

192	<p>Something needs to be done about 'petty crime'. Nothing makes people feel less safe than having their property stolen, their homes violated, or being robbed in the street. It seems like very little if anything is done about property crime which disproportionately affects the poor, who are less able to afford to replace a car window (or pay the deductible if they can afford theft insurance) or a bike.</p> <p>Crime reduction is the first priority that I think SFPD needs to focus on.</p>
193	<p>Other ideas:</p> <ul style="list-style-type: none"> - Hiring SF residents and minorities - Promoting local residence and home ownership <p>Note on the survey: Maintaining public order is vague and has so many possible interpretations I rated it first because I think of it as the most basic service SFPD should provide. Also, there is no time period in the question - use of force is important to address current national sentiment, but accountability and promoting partnerships will have longer lasting benefits when building public trust.</p>
194	Stop shooting people!
195	Please look into hiring Michael A. Wood, Jr. for the position.
196	Providing a sense of security and support that feels like it protects and serves the community equally - no matter income level, race, or neighborhood
197	I believe that many of the current issues facing our communities stem from lack of trust *between* law enforcement & the community (it goes both ways), so I believe that by solving that first, many other issues will be resolved inherently. We need cooperation and partnerships, not animosity and distrust.
198	The SFPD needs to work hard to regain the trust of the public. They need to shed their attitude of being afraid to act because of increased scrutiny. There is a huge area between 1) shooting people freely with no consequence and 2) not doing anything at all. The police department needs to act like responsible adults and do their jobs without relying on use of force, lethal or otherwise. Have they ever tried talking down individuals, especially non-white citizens? The answer is obviously "yes" but the city population feels like the compassionate and non-violent approach is never utilized because of how often officers are caught going over the top. The new chief MUST prioritize enforcing the law equally and putting officers on the street, allowing them to interact with the public. The NYPD is on foot throughout that city, yet I seldom see an SFPD individual on foot unless they're responding to calls or "looking for trouble". This creates an aura of apprehension whenever police officers are seen in public. The chief needs to be an upstanding individual who instills and enforces a culture of accountability throughout the department. Put an end to blue silence and demonstrate a willingness to put officers behind bars when they have obviously committed crimes.
199	HOMELESS
200	The reason I put promoting police community partnership & collaboration ahead of neighbor problem solving and drug and alcohol enforcement, which are very high interests of mine, is due to the belief partnership could assist or be used to off load issue from police to a better or more appropriate service agency or program.
201	We would love a CoP that will willing enforce the law and recruit officers to relieve the stress of an understaffed force.
202	I'd like the police to be viewed as people you can trust, who protect and serve. The public image has been almost ruined, so it would be good to work with young people and communities.
203	Training on how to examine one's own cultural and racial biases. It's required for teachers in the state of California, so I believe our law enforcement should also be reflecting on their biases in order to better serve all people in our communities.

204	Just a note on ranking: Some of these are hard to rank. Do I think police could use "use of force training"? Sure. But what I would prefer is that community and neighborhood partnerships with the police are such that the need for "use of force" is infrequent enough that immediately training police in these tactics is not so pressing.
205	Car break-ins.
206	Enhanced accountability between the new police chief and the public!
207	Sensitivity towards female victims
208	More patrolling in general. Ticketing for vandalism and littering.
209	Providing knowledgeable Inspectors to work with victims instead of Sergeants who don't care.

Q2: In your opinion, how safe is the City and County of San Francisco compared to other communities? (Select only one.)

Answered: 764 Skipped: 12



Answer Choices	Responses	
Much safer	7.98%	61
Slightly safer	15.84%	121
About the same	26.18%	200
Less safe	22.25%	170
Much less safe	14.40%	110
Other (please specify)	13.35%	102
Total		764

Q2: In your opinion, how safe is the City and County of San Francisco compared to other communities?

Other:	
1	Sometimes I think it's safer and sometimes not - so it's not much safer.
2	Depends on which District of City.
3	We need more officers on foot in Bayview Noe Valley i.e. Castro Haight Diamond Valley.
4	Derelicts and assorted trouble-makers have free rein.
5	Having lived in the Tenderloin between Taylor and Leavenworth on Eddy St. for 38 years, I've always felt safe and have no recent experience with other cities.
6	Less safe. While SF has a low violent crime rate compared to many other big cities, violent crime is up over recent years. SF's murder rate of around 8% is also higher than the national average of around 4.5%. Those facts make SF less safe than other communities.
7	Too many car break ins and robberies.
8	Safety seems highly variable in this city, with some parts seeming very safe and other parts seeming very unsafe.
9	I live in the Bayview. There are men with guns on my street. Some of them are drug dealers and gang members. Some of them are police. They both make me feel unsafe. I would like to trust the police but I do not.
10	People commit crimes because they know nothing will happen to them. Try Texas or Arizona and get a surprise. . Too much is given to the homeless. Drugs are a medical issue, not moral, but people come here to lounge. Make them participate in programs/volunteer, etc. Stop giving them GA. They are sleeping on the streets with free food, phones and minutes, showers, clothes, bathrooms, tents, medical care, and almost free prescriptions. Stop the begging. They are on the median on Van Ness and walking into traffic. Open psychiatric hospitals. The judges are useless.
11	Depends on which community. Much safer than Richmond, East Oakland,
12	You cannot allow the public to make rules for police officers. Don't put them at risk!
13	It depends where you live. It depends what community you are a part of. As a Latina woman I feel slightly safe, but I doubt that black and brown men feel as safe, especially as they are often the targets of the state and the police.
14	Hard to compare when officers decide who to protect, not arrest. Example: If I was a victim of DV living in West Portal, I'd feel safer walking in the Tenderloin alone at midnight, the department seems to choose what laws to enforce, even the must arrest laws. No one is held accountable when in fact they are failing to follow the laws of arrest. I know good people that won't call the SFPD, fear of harassment from the people paid to serve and protect us. I'm a native, 4th generation and this city feels like the wild wild west, within the walls of city hall.
15	I have personally witnessed more violent crime in San Francisco than in any other major city that I've lived in (NYC, Sydney AUS) or visited. Property crime seems on par with NYC.
16	Tent cities are increasing petty crime in my area.
17	Injury and property crime has been rising over the past few years as lax police rules come into effect. Robberies are way up!!!
18	Compared to Oakland
19	I feel safe most of the time EXCEPT when I see multiple SFPD in my neighborhood shooting down a single individual. This needs to STOP. Each officer needs to ask themselves before pulling out a weapon, "How might I feel if someone was shot in my neighborhood?"
20	I am born in SF (3rd generation). We're at the point where gun ownership is something that I am seriously considering.
21	Much safer for white people with housing and daytime good paying jobs. Less safe if you're not.

22	Cops make it less safe.
23	The homeless are a HEALTH emergency. Stop moving them from street to street. Take them off the streets, shelters need to be created NOW. Not in 2 years
24	The crime is on a dangerous UP TICK, we are not as safe as we have been. Assaults up and smash and grab is ridiculous. Police need to be allowed to protect us.
25	The media is biased in its reports and SF is worse than Oakland!!
26	"Other communities"?? How can anyone answer this? It's so general that it means nothing. SF compared to Mumbai? Sitka, Alaska? NYC? Come on, folks...
27	Worse than some, better than others
28	San Francisco is slightly safer than many other large cities; however, unfortunately, I think people sometimes feel less safe with the police around. Having police is important and necessary as they constantly put their life on the line to keep others safe, but there is still the perception that there are a large number of bad, corrupt cops out there and it's hard to tell the good ones from the bad ones; ultimately reducing the sense of safety in the city overall.
29	It's very relative. I'm not sure this question is substantive
30	Compared to what? This is a super vague question.
31	Depends if you're Black (unsafe) or White (safe).
32	The big problem is that criminals know San Francisco's DA does not prosecute criminals so they commit crimes here a lot more than they would in San Mateo County because criminals know they will be prosecuted there.
33	There has been an upsurge in crime in Parkmerced in the last 7 years - the homeless, squatters, drug and alcohol and drug problems, youth with nothing to do except vandalize cars, etc.
34	I don't know other communities well, it would only be a perception or guess, but since many people want to live here from other places my guess is much safer.
35	There are certain neighborhoods that are safer than others. Of course, the fact that the District's Attorney does not prosecute cases does not help. Criminals do not go to San Mateo County because they know, they will be prosecuted.
36	Not safe, day or night; waiting for the bus one might get robbed. In addition, one should be especially careful crossing the street.
37	Drugs, violence, homelessness, displacement and lack of respect for children from the state and police.
38	For the tourist's and the wealthy, it's much safer. For the poor, it's much less safe.
39	Depends on which communities.
40	It depends what neighborhood.
41	Racially biased policing in sf makes me feel very unsafe
42	Police judge people by profiling. This is not always the case.
43	Too much use of force on communities of color
44	Less safe. I feel like break-ins into cars are not taken seriously. I also feel like street drug use makes it feel less safe than other cities where this doesn't happen.
45	As a community we are about the same. However, people of color are not safe from the SFPD. The SF police pose a higher risk than other cities.
46	I feel inherently unsafe in San Francisco right now. I've lived here since 2000 and the increase in crime and the spiraling-out-of-control homeless crisis over the past 2-3 years is awful. I am contemplating selling my house and leaving the City.
47	I work in MidMarket (UN Plaza) and I am extremely concerned about our homeless population. Tenderloin, Mission, Bayview, and Civic Center need more police visibility. Also, our transit systems need more support to keep riders safe (19-Polk, Bart stations...)
48	Vandalism and break-ins are occurring at a disturbingly high rate. Methheads strew trash throughout the city's streets. Homeless encampments and tent cities continue to proliferate. You

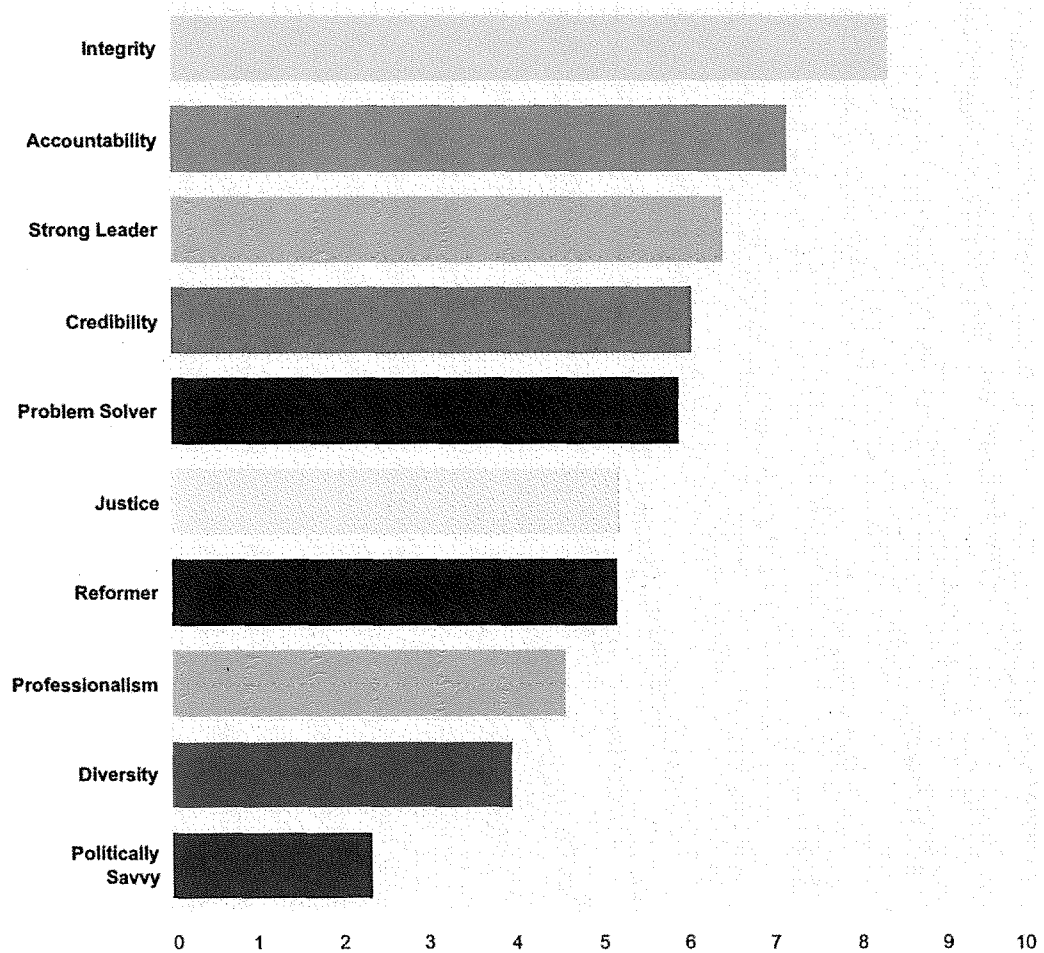
	tell me -- how safe are we? There seems to be no enforcement at all when it comes to the "small" issues that quickly signal police permissiveness and willingness to turn away from addressing those things that cause an underlying sense of unease.
49	It depends on what the other city is. It's safe to say that we're safer than east St Louis IL or Detroit MI. That said, if you're black or brown in SF it's less safe
50	Guess it depends on where you are.
51	What neighborhood you're in is going to be the deciding factor here. In some neighborhoods like the Marina, you are much safer. In some neighborhoods, sometimes just a small area like one particular block, you are much less safe. Some MUNI bus lines are incredibly unsafe. Others extremely safe. It really matters where you are.
52	I think it's safer in terms of major crimes (murder, rape, etc.) but there is a lot of petty theft (cell phone thefts, car break ins, etc.)
53	Another poor question. Compared to similar sized US cities, with a similar mix of incomes? A: About the same. Compared to St. Louis, MO and El Salvador? A: A whole lot safer. Compared to London, England or Des Moines, IA. A: Much less safe.
54	No way to evaluate this.
55	I don't leave the house for walks anymore. I did when I had my black lab dog.
56	Stats tell the story - better in some ways, far worse in others. Property crime is out of hand. Police violence is unacceptable. Recent improvements are evident, but the force has not necessarily accepted de-escalation. Too many officers are all too willing to strong arm people who really don't deserve it. And shoot when it's legally justified, but totally unnecessary!
57	Some parts of the city are much safer than others. Predictably, the safer areas are where the wealthiest live.
58	Much less safe in the neighborhoods that people choose to leave lawless and unenforced. I live in Visitacion Valley and I cannot feel comfortable walking a few blocks to the train. There should be an increase in patrols in the dangerous neighborhoods and not just the wealthy ones.
59	A vague question, since most of us don't know that much about "other communities," which ones & difficult to make comparisons.
60	The police have done a good job keeping my neighborhood safe. Things have been deteriorating rapidly the past 2 years
61	Too much concern for the criminals and not enough for victims
62	I feel safer from violent crimes compared to similarly sized cities, however property crime has gotten out of control.
63	I feel it is less safe for young people of color, in general. As a teacher, I see these kids with much potential for the future, where the police seem to only see them as potential criminals. It sickens me.
64	Don't know
65	This question is circumstantial. Responses will be different white families in wealthy communities, women, public transit riders, or people who walk after 8pm. When compared to other walkable metropolitan areas (e.g. NY, Chicago, Seattle, Portland), SF is about the same / less safe.
66	Again, this is a relative question. What other communities? And how can the assessors of this survey know what other communities survey takers have been exposed to?
67	Varies depending on the neighborhood. Places with more poor people are in trouble due to a larger unfair system and they are made alternately less safe and more safe by heightened police involvement in those places. Richer areas are more steady in their general safety.
68	I do not really know.
69	Less safe than it was 10 years ago.
70	Depends on the neighborhood

71	Safer if you're white than black.
72	Even if criminals are arrested, they are released right away and keep re offending. No change no accountability
73	It's complicated; this is a very diverse city with various levels of threat. Crime at Ocean Beach (drugs, auto break ins) vs GGP (homeless encampments) vs Union Square/downtown vs Hunters Point -- so many micro communities. SF is dirtier and less safe than some of the other cities I visit often, especially in Southern California. SF has gotten grittier and more dangerous in the past 5 years.
74	I'd say about the same but it depends on the neighborhood and what neighborhood in other communities. Too vague a question.
75	I lived here as a grad student and I was never fearful....and now as a senior citizen I am fearful after dark.... with reason
76	It depends on the neighborhood. I lived in Noe Valley for 40 years and rarely felt unsafe. Now I live at Franklin and Ellis and I do not feel safe.
77	More dangerous all the time. Really getting scary.
78	Depends on where you live.
79	The police are part of making it feel unsafe! Much less safe is my answer
80	Neighborhood involvement and an excellent Capt. in the Ingleside make this a safer place to live than most larger cities.
81	This depends greatly on the community you're comparing to, and my frame of reference is likely to be very different from others.
82	It depends on if you are a person of color or homeless community members which do not feel safe here. The new tech workers in town seem to feel very safe.
83	I've lived in many countries and major cities, as a woman San Francisco is the only place where I've felt unsafe walking around alone late in the evening.
84	Too board a question. Relative to what? Another city of similar size? Relative to neighboring counties? Vs Oakland? Vs San Mateo?
85	It depends on your gender and ethnicity and what neighborhood you are in.
86	Less safe than it should be.
87	It's a dangerous place for communities of color, who are often targeted by police.
88	The city, specifically the mission has gotten out of control. All the homeless camps seem to have landed here, increasing crime. Special attention needs to be given to this district.
89	I think they have a lot to contend with and do a great job. If anything, I wish they could be tougher like NYC cops used to be when I lived there but I know that is not a popular sentiment now.
90	Again, which other communities? Bigger? Smaller? Nearby? What does this have to do with selecting a police chief?
91	"...other communities..." is a rather vague term. Compared to Mill Valley San Francisco is very unsafe. Compared to Oakland San Francisco is very safe. Overall San Francisco, due to the diversity of its residence, which is reflected in its police department, and due to the overall quality of life and pride of its inhabitants is a relatively safe city compared to cities of similar size and population density.
92	Much safer due to gentrification- you moved all the poor people away. Now you stop & frisk the brown people because they look like they don't belong there.
93	Weird Question. Compared to what? Every other city? It's safer than some and less safe than others.
94	Car robbery and non-car traffic safety: way less safe Violent crime, way safer than CA's other big cities.

95	Probably on par with comparable cities in the state and across the country.
96	When arrested for traffic violations, you don't feel safe as cops are too aggressive!
97	So much petty crime! (Cell phone robberies, etc.)
98	I have lived in many places from Lima, Peru to Eastern European cities, to NYC and Southern states. San Francisco is a city I love, but I do not feel safe walking around during the day unless I am downtown surrounded by people. I do not go out at night, and I am not a meek looking man. I ride Muni and BART every day and am constantly stressed about what should happen if an incident broke out because transit police and SFPD are notorious for not responding to and outright ignoring violence on public transport. My girlfriend carries herself confidently and I still worry about her commute to work every day because of the above. San Francisco is not a safe feeling city when police refuse to fully prosecute career criminals, muggers, violent offenders, and well known criminal characters.
99	Varies by neighborhood of course, but I do feel slightly less safe overall vs. other communities where I spend time (Dallas/Fort Worth, Cincinnati, NYC). More concerned with property crimes in my area (Noe/Bernal) vs. violence (unless I'm in the Mission).
100	Tenderloin is a mecca for drugs and homelessness.
101	I have never felt less safe in our beloved City. Safety is not just a policing problem. (That's another conversation).
102	J

Q3: ATTRIBUTES – From the 10 choices listed below, please rank the attributes the Police Commission should consider when selecting the next Chief of Police. Please rank the choices from 1 to 10, with “1” being the most important, and “2” being the second most important, and so on. Please rank all choices.

Answered: 727 Skipped: 49



Q3: ATTRIBUTES – From the 10 choices listed below, please rank the attributes the Police Commission should consider when selecting the next Chief of Police. Please rank the choices from 1 to 10, with “1” being the most important, and “2” being the second most important, and so on. Please rank all choices.

Answered: 727 Skipped: 49

	1	2	3	4	5	6	7	8	9	10	Total	Score
Integrity	39.20% 285	22.15% 161	13.34% 97	8.39% 61	6.60% 48	3.44% 25	3.03% 22	1.79% 13	1.24% 9	0.83% 6	727	8.34
Accountability	14.17% 103	20.08% 146	16.78% 122	14.72% 107	10.32% 75	9.35% 68	5.64% 41	4.95% 36	3.03% 22	0.96% 7	727	7.13
Strong Leader	14.72% 107	13.07% 95	12.52% 91	10.87% 79	9.63% 70	12.52% 91	9.90% 72	8.53% 62	5.91% 43	2.34% 17	727	6.41
Credibility	2.34% 17	10.04% 73	13.62% 99	17.74% 129	18.57% 135	13.48% 98	12.38% 90	6.60% 48	3.85% 28	1.38% 10	727	6.04
Problem Solver	5.09% 37	7.70% 56	11.97% 87	14.44% 105	16.51% 120	16.64% 121	12.65% 92	9.22% 67	4.40% 32	1.38% 10	727	5.88
Justice	5.36% 39	5.64% 41	9.90% 72	8.94% 65	12.24% 89	13.82% 99	16.51% 120	13.89% 101	10.04% 73	3.85% 28	727	5.19
Reformer	9.35% 68	8.12% 59	9.77% 71	8.67% 63	7.70% 56	8.80% 64	10.32% 75	12.93% 94	15.82% 115	8.53% 62	727	5.16
Professionalism	4.26% 31	7.02% 51	4.40% 32	8.67% 63	9.77% 71	10.87% 79	13.76% 100	15.27% 111	16.51% 120	9.49% 69	727	4.58
Diversity	4.54% 33	4.81% 35	5.64% 41	6.33% 46	6.33% 46	7.15% 52	9.49% 69	14.44% 105	20.91% 152	20.36% 148	727	3.95
Politically Savvy	0.96% 7	1.38% 10	2.06% 15	1.24% 9	2.34% 17	4.13% 30	6.33% 46	12.38% 90	18.29% 133	50.89% 370	727	2.32

Q3: ATTRIBUTES – From the 10 choices listed below, please rank the attributes the Police Commission should consider when selecting the next Chief of Police.

Comments	
1	Trick question? (Ha!) All of these are absolute necessities. These are BASELINE attributes for anyone to even be CONSIDERED for Chief job. Lacking even one of them should be a disqualification. Other big cities demand this. Why not SF? We're paying top dollar for it!
2	These are a list of qualities to require - but someone who is firm yet humane will work well in SF.
3	We need an outsider who will change the culture at the SFPD. They also need to clean up the lawlessness on the streets. They should innovate. Social media, body cams, license plate readers, shotspotter.
4	Individual should have a Bachelor's Degree in Bus Adm, or History, or Econ, or Math.
5	A must there should an must to be done clearly to making our city as a whole safe also more attentive to what is going on also real change a walk the talk.
6	No (corrupt) politics in the SFPD!
7	A Chief should understand the multi-cultural conditions and differences in how multi-national meld into the overall diversity of design of S.F.
8	Respect
9	Equality, Respect
10	What does "justice" mean as a personal attribute?
11	I think the next Chief needs to be respected by the current members of the department.
12	Stop crime.
13	The culture of the police at both the local and national levels is corrupt. It is a bully culture, in which those who whistle blow are beaten down, and those who are "different" have to prove themselves to be in line with the white male power structure. We need someone who can talk about this honestly, and move even senior officers into a more transparent and accountable form of public safety providing.
14	MUST HAVE COLLEGE DEGREE!! This is essential for critical thinking skills!!
15	I don't know what you mean by justice as an attribute. It is hard to change a system, but some of the history coming out is deplorable. Cops get tired and jaded and lose their judgment. On the other hand, you need fighters, not just social workers. They need constant retraining and to be FIRED for acting inappropriately.
16	The last chief was supposed to be the best in the nation. Who do you think will realistically replace him?
17	I would like an officer from the SFPD, not a stranger.
18	Unfortunately, I think "politically savvy" is least important but probably the only way to be successful because
19	We do not need reform in this city. I live here. I want safety as it was before.
20	Commitment to fairness and vision of community policing.
21	Diversity is an attribute of a population, not an individual. Perhaps you meant "diversity of skill" or "diversity of training." I think diversity of training and experience is very important because we have many marginalized and idiosyncratic populations whose needs and struggles are important and valid. We need a Chief of Police who knows how to not make the lives of civilians worse.
22	I am not sure the police can be reformed.
23	Commitment to stopping police killings.
24	Again, some of these points are ambiguous.

25	A black SFPD chief isn't going to solve our problems. Diversity isn't as important as integrity, accountability, problem solving, credibility and leadership that suits our rapidly changing city.
26	I would like the next police chief to demonstrate an unwillingness to compromise for the sake of political correctness
27	This is silly! How to rank all of these essential attributes...?
28	#1 is not worried about being politically correct - political savvy is good; political correctness is bad
29	As with the list of policing priorities, several of these attributes contain one another. And, some of these items are worthless -- or even dangerous -- without the others. Also, this survey's UI could benefit from some usability work.
30	Again, all he has to do is uphold the law of the land. Don't protect cops when they break the law just because they are cops. Look at the Blue Ribbon Panel's findings and try to correct the wrongs.
31	Regardless of where she/he comes from, the Chief should reside in the City he/she oversees during his/her tenure.
32	Support for "broken windows" policing.
33	We need a police chief who is not Politically correct but who DOES THE JOB. He Definitely needs to have at least a BA and be a college grad. I am so sick of this PC crap!
34	We need a Chief who commands his department not politics that command our Chief's decisions.
35	I do not understand how Justice and Diversity are attributes. We need someone who can implement real change - not just change policies that are not implemented.
36	We an independent, informed, modern leader, not a politician!
37	We need a female or a person of color who is not corrupt and is dedicated to the principles of our peace loving city.
38	Bridge the community and stand behind your officer with training and accountability do not pick sides present the truth
39	Not sure if by "diversity" you mean that the chief should him/herself not be a cisgender white male or if you are saying this person should champion diversity and make a point to ensure fairness and equality across diverse communities. If the latter, then I would say that should be 1 or 2.
40	Transparency
41	As a native San Franciscan, I can say we live in a unique city. There are problems on the streets that we citizens can only imagine, but community policing could benefit all.
42	New chief must be prepared to deal with the politics of the City and the cronyism within the Department.
43	Inclusion is missing Credibility with whom? The police officers? The community? Not clear. Values diversity? Is diverse himself? Not clear
44	A chief who is not afraid to seek justice for every person.
45	Familiarity with all the neighborhoods of the City.
46	These can't really be ranked. Serious failure at ANY will result in a failed chief.
47	Don't has to be someone who can rub elbows but maybe someone who can stir the pot to make positive changes and throw out the old buddy system
48	Fair and calm.
49	Please train officers in multiculturalism and privilege

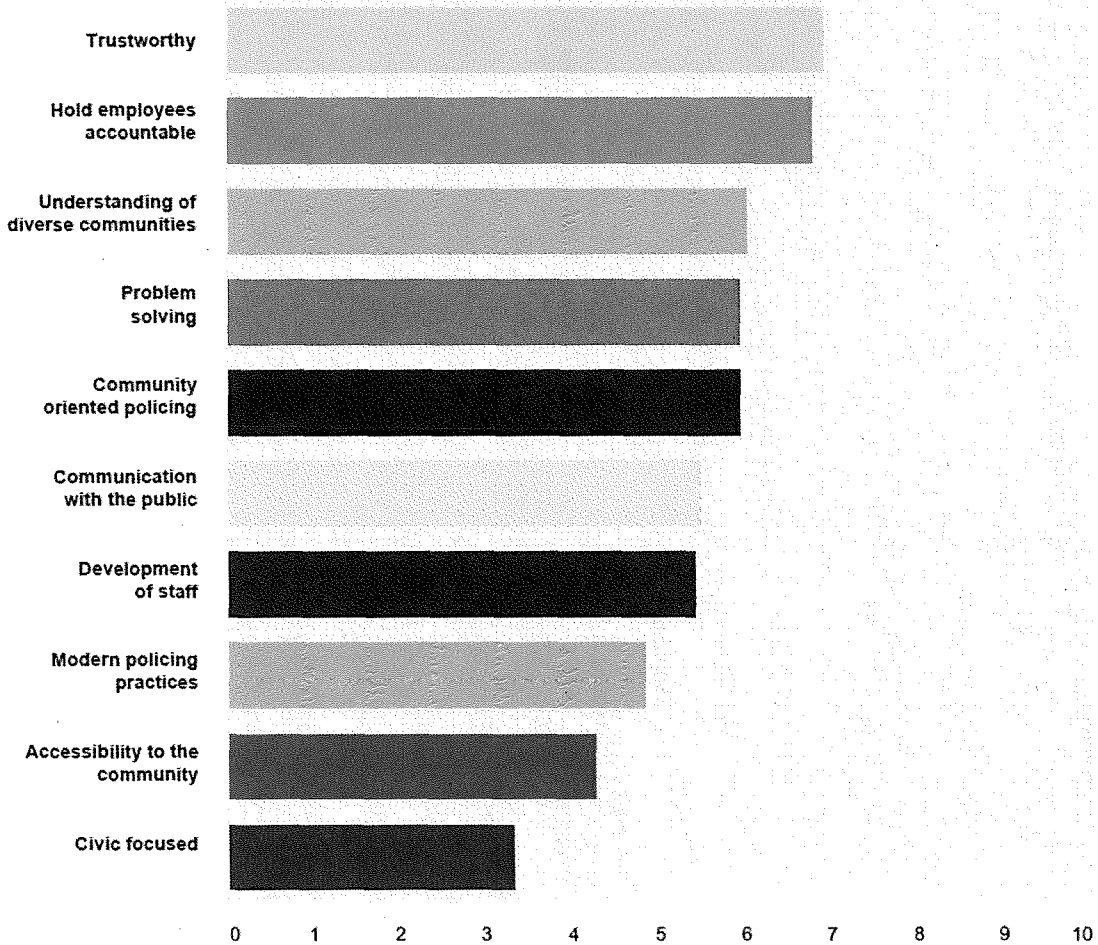
50	We don't want diversity for diversity's sake. You can have a Black or Latino Chief perpetuate the same isms as white Chiefs. We need someone willing to confront the police union and enforce unpopular policies supported by the ppl most vulnerable.
51	RESIDENCY IN SF. FOR ALL SFPD. How about a deep rooted love of SF? Some cross-cultural fluency? A commitment to ameliorating a legacy of exclusion? A passion for truth telling? Independence from the mayor and not beholden to ties that bind which may not favor justice for all? A strong candidate would be a decent person, understated but possessing a professional record of being able to connect and collaborate with many factions. A good Chief will have the respect of both department and everyday citizens alike.
52	The chief needs to stand up to an overzealous POA.
53	We need a great listener, who is engaged in the many SF communities, and who has experience working with homeless populations. Though I don't like the idea of hiring based on race or "diversity," I would love to have a black lesbian Chief who speaks Spanish or Cantonese.
54	Again, each of the items above are important. SF needs a police chief that the residents can respect and trust.
55	This is ridiculous. The chief needs all of these and they are equally as important.
56	The next Chief of Police should be someone who realizes that the department is operating with a trust and credibility deficit.
57	How about the ability to enforce the laws consistently -- at the neighborhood level and among its own ranks? Management, accountability and effectiveness are what matter.
58	Again, all are important, and I'd point out that some of these are coded terms, like justice. When we talk about justice, do we mean justice for the victims of crime? That's how I'm reading this, though someone else might interpret justice differently than I do.
59	Justice' seems like a nice way to say kill or get even
60	I would hope any candidate would score highly on pretty much all these metrics. Diversity is a characteristic of the community and hopefully of the mindset of those hiring. Any individual candidate is just themselves.
61	Cares to make a difference
62	I want a guy who includes the community. I believe in police safety so if you have a weapon drop it or get shot. Police should go to the fire range weekly why can't they shoot a guy in the leg. Come on do they have to do a lung shot which is fatal.
63	What fool put this together? If the person has integrity they will also be credible by definition.
64	Check for all background issues.
65	Exceptional past record/resume & Scandal-free.
66	Unifier
67	Experience in San Francisco, knowledge of San Francisco, better an insider.
68	Instilling a sense of courtesy and more cross cultural training for the entire force...listen more, talk less. Need to screen better - last 2 shootings by copy involved officers that had war experience. Perhaps they had PTSD issues...these issues need to be screened. The cops need more money for scenario training.
69	A up thru the ranks officer
70	What does credibility mean?
71	Ability to make the current Brotherhood of Police officers comply with the public's desire to trust the Police
72	Respected by the members of the SFPD.
73	"Accountability" to ALL the citizens and communities the SFPD are sworn to serve. Courage and commitment to take on the POA and totally change the deeply flawed institutional culture of the SFPD. If I could, I would rank all of the qualities listed above as a "1."
74	Understanding of root causes of crime, social justice, prevention oriented

75	"Justice" and "Diversity" as attributes are nor very clear word choices. You'd be better off with using phrases as these attributes are nearly meaningless with a myriad of possible interpretations
76	The new chief has to be sensitive to diversity and the issues that come with that. To be best at this is to have experience discrimination and minorities are usually those who can most relate
77	Until judges in the system actually do something with the criminals brought before them, rather than letting them off with a slap on the wrist, it is hard to fault the Chief of Police. Ranking 'Justice' is on here is meaningless. That is the job of the courts, and they are not doing their job.
78	It's not wise nor possible to rank these. Mainly, we need to decide as a city whether we are willing to be creative and find ways to dismantle the police culture that encourages internal corruption for police to protect one another and use of force (deadly, e.g.) as an early option.
79	These group of questions are a joke, period.
80	Data-driven. Innovative.
81	Really hard to do this list. They are ALL important.
82	Many of the items on this list on not mutually exclusive in any way, so ranking them, for example "Integrity" vs "Credibility" creates a false appearance of conflict between the choices.
83	The police chief should be elected like the sheriff. strong and not feeling the need to partner police after one police shooting. After all the police shooting civilians videos it was weak of the police to react scared. How could my village protector be scared of anything
84	Engaging personality, willingness to listen
85	,
86	I believe there must be a candidate who embodies all or most of these qualities and would expect that kind of person to be named chief. Asking respondents to rank these is kind of silly.
87	I ranked "Justice" 10 because I didn't know what was meant by that.
88	Open-minded
89	Strong law and order person Well respected by rank and file
90	Innovator; focused on public safety (versus social issues). Bill Bratton would be great, but he's probably not available.
91	A quiet leader can also be a strong leader. I'd prefer seeing an insider be chosen, for I believe that person knows the culture and what it is to be a professional. Too often we get people from out of town who then take 2-3 years to learn the demographics and the Bay Area instead of being able to start the job running.
92	It is hard to list these.....an honest decent human being who is believed by their staff, the city government and her people
93	Doesn't refer to taxpayers as "civilians". We are his boss.
94	I think the CoP should chiefly -- no pun intended -- be honest and hold his or her officers accountable. While political savvy isn't something I would necessarily value in an ideal world, I think it's necessary to implement reform.
95	Coalition builder Positive energy Able to prioritize Excellent communicator
96	We need someone who will not hold the opinions of the police union above that of the community. This police department needs to be gutted, including the culture that protects abusive and racist police officers from due process. Accountability and reform are necessary as

	soon as possible. Until then, people like me will not trust the SFPD AT ALL. This department has lost the community trust, at least the community that has seen it for over 20 years. It needs to change.
97	Fairness, Intelligence, Accessible
98	Not a good selection for this question.
99	The words fail me
100	He should be able to catch criminals and deter crime. The city should not be hiring a social worker.
101	A chief of police should have all attributes listed, each situation will require different combinations of the attributes
102	This town is a political minefield - but it is also full of potential guides and allies. Lots of constituencies will try to pull the chief's attention to their own priority projects. Nothing wrong with that. The new chief will need all these people's help, however, to better handle mental health problems and the substance abuse issues which frequently flare up alongside them. Dealing with that mess will start to free up resources to address many of the other demands on the department.
103	Experience
104	Someone who takes accountability and is working to better SF - crime is out of control and pushing blame is NOT working
105	Must advocate for Black Lives Matter movement, like Sommerville, MA police Dept
106	Again, are you saying you don't think a person can be a strong leader and also have integrity, accountability be a reformer, and also be professional? Talk about trying to avoid responsibility for the shortcomings of a hire. The definition of professionalism *is* all of these other attributes! This is ridiculous. I am only choosing a random order to see what comes next
107	Chief Suhr met all of these criterion and was attempting to make positive progressive changes. You would be well served to find someone similar to him in character and comporment.
108	I just want to clarify that I don't think justice is non-important, but that I think the police are only one part of our criminal justice system, and I have a stronger feeling about many of the other qualities listed.
109	This ranking seems useless. If a police chief candidate doesn't have all of these traits, they shouldn't be considered.
110	Someone who's demonstrated an ability to bring diverse people together and build strong, cohesive teams with integrity and accountability
111	I person is good problem solver and justice/fair, then politically savvy helps them push reform and serve a diverse audience. This is reasoning for my ranking order of all the important criteria.
112	Why would any of these not be wanted.
113	This is another one that's tough to rank. I think integrity, leadership, accountability and diversity are all *equally important*.
114	Popularity with the rank and file should not be a consideration, especially with the union, as much as getting the job done in a way that does not further damage safety to the public!
115	We need the best Chief whatever color or creed.

Q4: LEADERSHIP – From the 10 choices listed below, please rank the leadership qualities the Police Commission should consider when selecting the next Chief of Police. Please rank the choices from 1 to 10, with “1” being the most important, and “2” being the second most important, and so on. Please rank all choices.

Answered: 674 Skipped: 102



Q4: LEADERSHIP – From the 10 choices listed below, please rank the leadership qualities the Police Commission should consider when selecting the next Chief of Police. Please rank the choices from 1 to 10, with “1” being the most important, and “2” being the second most important, and so on. Please rank all choices.

Answered: 673 Skipped: 103

	1	2	3	4	5	6	7	8	9	10	Total	Score
Trustworthy	27.34% 184	10.25% 69	10.70% 72	11.59% 78	9.96% 67	7.43% 50	7.28% 49	5.94% 40	8.02% 54	1.49% 10	673	6.94
Hold employees accountable	17.24% 116	15.75% 106	13.37% 90	13.08% 88	11.29% 76	6.98% 47	8.32% 56	6.24% 42	3.71% 25	4.01% 27	673	6.79
Understanding of diverse communities	10.40% 70	15.75% 106	13.37% 90	9.51% 64	8.92% 60	9.66% 65	9.51% 64	7.58% 51	6.98% 47	8.32% 56	673	6.04
Problem solving	8.17% 55	11.14% 75	13.97% 94	12.18% 82	10.85% 73	12.18% 82	10.55% 71	9.66% 65	6.98% 47	4.31% 29	673	5.95
Community oriented policing	12.48% 84	13.52% 91	10.40% 70	8.92% 60	7.28% 49	11.44% 77	9.81% 66	13.37% 90	8.92% 60	3.86% 26	673	5.94
Communication with the public	6.54% 44	8.17% 55	8.92% 60	11.00% 74	15.16% 102	13.22% 89	14.71% 99	7.88% 53	8.17% 55	6.24% 42	673	5.49
Development of staff	5.50% 37	8.77% 59	12.04% 81	11.44% 77	11.74% 79	12.33% 83	9.21% 62	11.74% 79	10.10% 68	7.13% 48	673	5.42
Modern policing practices	8.47% 57	8.77% 59	8.02% 54	7.73% 52	8.77% 59	6.84% 46	10.40% 70	10.10% 68	13.22% 89	17.68% 119	673	4.85
Accessibility to the community	1.78% 12	3.42% 23	4.90% 33	8.92% 60	12.04% 81	11.89% 80	12.18% 82	16.49% 111	17.98% 121	10.40% 70	673	4.26
Civic focused	2.08% 14	4.46% 30	4.31% 29	5.65% 38	4.01% 27	8.02% 54	8.02% 54	11.00% 74	15.90% 107	36.55% 246	673	3.33

Q4: LEADERSHIP – From the 10 choices listed below, please rank the leadership qualities the Police Commission should consider when selecting the next Chief of Police.

Comments:	
1	OK -- folks will have relative strengths and weaknesses, but, honestly, any SFPD chief should score high on ALL of these!
2	Need staff trust / officers' trust.
3	Its critical to have someone with experience in diverse communities - as SF is extremely diverse. Abel to communicate effectively with people and the PRESS!
4	The zeitgeist begins at the top. The Chief sets the tone.
5	The Police commission should be at a lesser net more than 10 person needs to be more action more greet local areas within.
6	Integrity #1!
7	Having lived in a community that has more than 100 different nationalities in it. You cannot get much more diverse. Understanding their differences is extremely important.
8	What does "modern policing practices" mean? It could be about up to date weapons; or it could mean something else. The most important thing in a new police chief is being willing to change the culture. This requires education. The police in the Bayview are so understaffed, and so overly trained in violence, that they are on these streets afraid and so they over use violence as a response when other methods are often more appropriate. But they also don't have all the tools they need to handle many of these social issues, which is why they should work in tandem with social workers trained to deal with psychosis, drug use, and the despair so many on these streets feel. They need to be "armed" with pipelines to real solutions, not just weapons.
9	I am sick of hearing about diversity. Minorities and immigrants are given special treatment. They need to obey our laws and cultural expectations or to leave.
10	What are modern policing practices?
11	I don't know how you can develop staff if you have only the present police.
12	No more police killings and Vision Zero... PEACE.
13	Stop the good old boys club.
14	Civic focused covers communication with the public and diverse. Understand what San Francisco means to those of us who choose to live here because it is diverse.
15	I chose "Modern Policing Practices" as the least important choice because as we currently stand what seems to be the "modern" way of policing is the shooting down, the murder of black and brown folk.
16	I essentially think all of these things are equally important, though I'm not sure what is meant by "modern policing practices."
17	Learning to work with different cultures.
18	What is the point of having similar points? Many are the same, i.e., public and community interaction.
19	All of these should be #1.
20	To clarify, my idea of, "modern policing practices," includes de-escalation training for ALL SFPD, extensive training on how to NOT ASSUME that someone acting a particular way is an automatic target to be shot down. Once again, people may be mentally ill, have medical issues, could be having a bad day, just like some members of the SFPD. In other words, a more humanistic approach to our city is needed. NO MORE GUNNING DOWN OUR CITIZENS.
21	same issue...how to rank essential attributes?
22	I doubt that blunt forced rankings will yield the clusters of concepts in the public's mind about this topic (and the other topics, too). There's no reason to believe that the sequence in which people rank equally important items is randomly distributed across the population that responds.
23	Again, some of these overlap, but a good chief will verify all of these qualities in some capacity.
24	Punish cops that break the law. Get rid of violent and racist police.
25	Transparency and the highest ethics, beyond question or suspicion with a clear and spotless record
26	while we need someone who is aware of the diversity in the city. we need someone who will do the job... WE DO NOT NEED to allow SF to deteriorate into a cesspool and have tent cities all over the city. It is time to

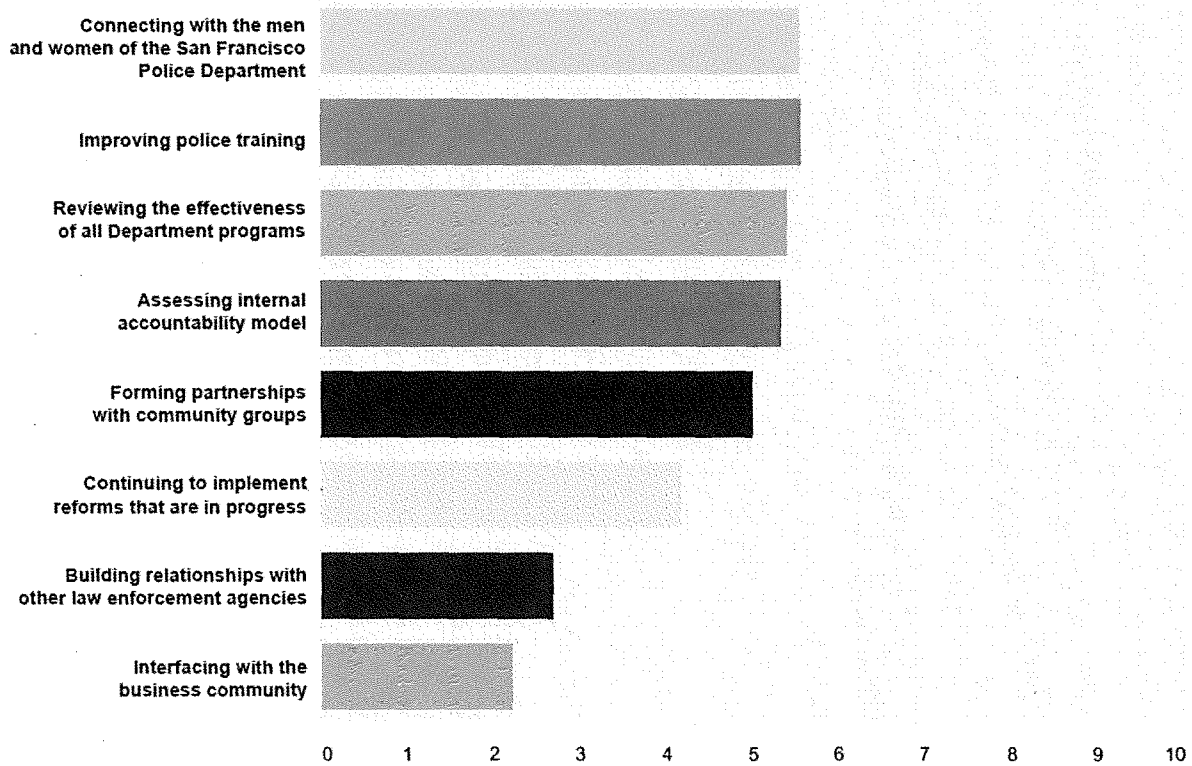
	take back the streets and stop the gun and gang violence and creeping "broken window" "Squeegee" mess of the past.
27	These questions are too lengthy.
28	hard to rank - all are essential qualities
29	All of the above are essential and without providing a definition it's hard to know how to rank them.
30	Put training in the schools about simple civic laws and safety
31	Openness and transparency
32	New chief should also recognize and consider the viewpoint, skills and qualifications of civilian employees to perform many of the jobs being done by sworn. The sworn are protective and threaten by qualified and capable employees to perform many of the administrative duties they perform. There are far too many sworn officers performing duties civilian employees should be performing; officers should protect and service and not hide in the office performing non-police related duties. SFPD is full of hidlers -- the new chief would not have to seek deep to find. Officers working in the offices pulling reports...really! These officers should be on the street. Civilian can and do perform these duties but SF have many officers that's all they do is data entry type work. Really!
33	Need definitions. How do you define modern policing? One person might answer that thinking that includes SWAT training and negotiation techniques. Someone else might answer it thinking it means nonviolent de-escalation techniques. I want implementation of the recommendations of the federal governments task force including community policing and nonviolent de-escalation but not sure if that's what you mean.
34	What is "civic focused"?
35	These can't really be ranked. Serious failure at ANY will result in a failed chief.
36	Approach people as "equal to" rather than "better than"
37	Any Chief should be extremely confident and prepared to make difficult choices that will be brutally criticized. It would be good to have someone who loves/knows SF, has depth as a person and a life outside policing. Beyond stress-relief, a diversity of interests will provide perspective and a paradigm for problem-solving that taps other knowledge bodies. An honest conversation about expectations should be in play from Day 1. What metric would an excellent chief be judged on? Some type of 360 Eval would be good to put in place. Also an intensive PR campaign about this being a shared journey, including sharing the division of labor and expected outcomes with citizens/community partners. We all have room for improvement when it comes to being good citizens and supporting one another in civic life.
38	I don't know what "modern" policing means. If it means cameras for police, then yes if it means militarized departments with the latest weapons - no.
39	Should not be influenced by the POA
40	No military types of arms or machinery.
41	SF is a politically volatile. Unfortunately, or fortunately, the new chief has to play the political game.
42	What do these even mean? - Problem solving - Modern policing practices - Development of staff
43	All of the above in equal measure. This survey is ridiculous. The chief better have all these skills. Ranking like this useless
44	This survey is poorly designed. A real reform focused police chief would need to have several of this leadership qualities. Ranking the qualities to look for in a new chief creates a false sense of the many traits that are equally important. The first four traits that I selected are equally #1 in importance.
45	All of these are very important.
46	Take note of community input and needs.
47	If there are crimes related to drugs shouldn't drug diversion polices be open to criminals? A holistic approach should function.
48	Background with alternatives to force and coercive tactics.
49	Essentially, each leadership quality is a "1" & Most Important for the Chief candidates considered.
50	These are not leadership qualities really other than "trustworthy" they are mostly specific tasks or priorities

51	Too many choices to rank...
52	There is a lot of BS going on where cops don't have authority to use more effective non-lethal tools. Cameras would protect both police and the public. Trust needs to be rebuilt between officers and neighborhoods, there has to be a line between pandering to communities (ala Mario Woods and a holiday) for someone who had knifed someone. Pandering to any one community is the last thing SF needs.
53	Some of these items presented as individual priorities cannot be separated from others in order to be effective. For example, trustworthiness goes hand in hand with communication with the public.
54	Someone with real hands on experience not an appointee or similar
55	It would be nice for a police Commission that won't use "lack of technology" as an excuse for their lack of oversight.
56	Someone with a vision for the SFPD and the skill to make that vision a reality. Someone who represents the community to their team and their team to the community.
57	First, last and always, the members of the SFPD are there to serve San Francisco citizens and communities, rather than any closed, old-boys network represented by the POA.
58	not racist
59	"Development of staff" - I'm external to SFPD, so I wouldn't know how important this is (why not ask SFPD internally about this?). Also, developing staff to do what? If you focus on modern policing, that is developing staff to come up to speed -
60	Be a man and jump back on the horse after one problem.
61	stated goals to fulfill
62	I don't know what "modern policing practices" means, it may not be a good thing if it relates to the reliance of militarized weapons, for example.
63	a commitment to serving all SF residents respectfully
64	strong leader, not a consensus builder
65	I would like to see police powers used in an extremely limited way. Primarily for law enforcement when a serious crime is being committed and / or post crime investigations. police powers should be used sparingly like fire fighters.
66	Charismatic; forceful; experienced; disciplined. Lets his area captains serve as interface with the community, but capable communicator who shows leadership in the face of the Board of Supes, the activists, etc. Lead from strength!
67	Trustworthy doesn't belong in these categories it is a base requirement
68	The person should be a professional with a professionally developed eye, not one caught in the politics of the situation, nor one so caught up in pleasing the public that he/she loses sight of what the job actually intends to achieve.
69	This is a multilingual, multicultural city and the police force should reflect that diversity not just yelling louder in English to a person who might not understand
70	I can't answer these--they are all good. Civic should not be a 10, community Oriented should not necessarily be 1 an accountability a 5. They are all important. I've had to switch answer several times--I don't think one is more imp than another.
71	I don't know what you mean by "civic focused"
72	my concern with modern policing practices is the fact that our police have been militarized by federal policy/procedure. this implies an inappropriate vision/mission of the police, who should be perceived, and practice, as life safety officers. modern police practices are not necessarily 'pro-life'!
73	I personally do not want to talk to police and do not trust them. I want the Police Chief to clean up his/her own house and keep it in order. The symptoms of an unclean house are police murders, racist/homophobic text messages between officers and sex scandals involving underage prostitutes. This person needs to have cultural competency without relying on the Black, Latino, LGBTQ or homeless communities to come to the Chief to complain or ask for what they need. This Chief should build trust through action, starting with holding this department accountable, being transparent about mistakes and making changes to address the

	past. Step 1: Officers who have been involved in police murders, excessive force complaints, racist/homophobic text messages and sex scandals should not be police officers in S.F.PD.
74	It's asinine to think that the people making the decision about SF's next police chief are preparing the public for a choice that doesn't include all of these characteristics.
75	Not a good selection of choices.
76	Again, his team should be able to deter crime, based on their track record of catching those guilty of crimes.
77	Again should have all listed qualities.
78	they should be all of these.
79	Communication with Staff
80	Despite low priority for modern policing and community accessibility, how is a community NOT accessible to a police chief? And body cameras should be required and standard by now, not considered "modern." Things don't need to be fancy, just compassionate and community-oriented.
81	"Modern" police practices are last because the militarization of our local police is WRONG. It's triggering, this isn't a war zone.
82	"community-oriented policing" sounds like another phrase for treating some groups differently than others. Really not in favor of that.
83	I don't think I'm the only citizen concerned that "modern policing practices" could be construed as the increasing militarization of our police.
84	They're all pretty important.
85	What is Civic focused?
86	All these qualities must exist, but my ranking is based on choosing candidate who stands above another.
87	Some of these are ambiguous. What is "modern policing"? The chief must be willing to fix the department by showing people they should no longer think of police and criminals as one and the same: violent forces to avoid for a safe and healthy life.
88	Exactly what is "community oriented policing?" rather difficult to rank terminology that has no meaning to me
89	These questions are hard to answer - almost all the qualities are important, and may rank differently at different times and in different situations
90	San Francisco is a unique place. We need someone who can appreciate we're a town like no other, and is willing to craft an approach that works for such a diverse community, drawing on but not necessarily proscribing best practices from elsewhere. Trust is key.
91	Again, silly silly questions but I can't proceed without answering.
92	I don't know what Modern Police Practices means. I would also consider items 4-9 equally important.
93	I'm not sure what "modern policing practices" entails. If it involves community participation and partnerships, then I would rank it highly.

Q5: PRIORITIES – The new Chief of Police will be required to immediately balance priorities between the Department and the community. From the 8 choices listed below, please rank the priorities you believe should be an immediate focus for the new Chief of Police. Please rank the choices from 1 to 8, with “1” being the highest priority, and “2” being the second highest priority, and so on. Please rank all choices.

Answered: 647 Skipped: 129



Q5: PRIORITIES – The new Chief of Police will be required to immediately balance priorities between the Department and the community. From the 8 choices listed below, please rank the priorities you believe should be an immediate focus for the new Chief of Police. Please rank the choices from 1 to 8, with “1” being the highest priority, and “2” being the second highest priority, and so on. Please rank all choices.

Answered: 646 Skipped: 130

	1	2	3	4	5	6	7	8	Total	Score
Improving police training	15.33% 99	20.74% 134	20.12% 130	17.96% 116	11.15% 72	7.89% 51	4.49% 29	2.32% 15	646	5.58
Connecting with the men and women of the San Francisco Police Department	30.34% 196	12.69% 82	11.15% 72	9.75% 63	13.62% 88	13.31% 86	6.35% 41	2.79% 18	646	5.57
Reviewing the effectiveness of all Department programs	12.07% 78	18.89% 122	18.89% 122	19.66% 127	17.18% 111	8.98% 58	2.79% 18	1.55% 10	646	5.43
Assessing internal accountability model	19.66% 127	14.86% 96	15.02% 97	15.63% 101	14.71% 95	9.44% 61	6.19% 40	4.49% 29	646	5.34
Forming partnerships with community groups	11.15% 72	15.02% 97	16.25% 105	16.72% 108	17.80% 115	12.54% 81	7.28% 47	3.25% 21	646	5.02
Continuing to implement reforms that are in progress	8.98% 58	11.92% 77	10.06% 65	9.91% 64	13.78% 89	18.73% 121	14.40% 93	12.23% 79	646	4.17
Building relationships with other law enforcement agencies	1.24% 8	3.87% 25	4.80% 31	5.57% 36	6.19% 40	18.73% 121	34.52% 223	25.08% 162	646	2.69
Interfacing with the business community	1.24% 8	2.01% 13	3.72% 24	4.80% 31	5.57% 36	10.37% 67	23.99% 155	48.30% 312	646	2.20

Q5: PRIORITIES – The new Chief of Police will be required to immediately balance priorities between the Department and the community.

Comments:	
1	I want a highly experienced chief with big city experience who will NOT rely on surveys like this to decide priorities. The SFPD has massive/widespread problems. We should be hiring someone with expertise -- far greater than anyone taking this survey (much less the aggregate results) -- who will know the order in which problems should be tackled... who CAN multitask... prioritize... in short DO what experienced CEOs of large complex organizations paid a lot of \$ are EXPECTED to know how to do. and do successfully. (Thanks for asking though!) Ask THEM this question in the interviews -- don't ask us (or pretend that you have the expertise to know yourselves please).
2	Make sure reforms in progress are relevant if not discard.
3	It was difficult to prioritize these qualities. His/her highest priority should be to connect with his staff, then improve public training, with accountability.
4	Develop an approach to deal with increasing lawlessness on the streets.
5	Stand up to anti-Police Groups and unjust criticism. Set an example.
6	None scandal nor has record that been a part of any type of scandals i.e. An chief who has understanding and that has soul advisory an accountable and that is the soul decider no commissions and no supervisors that not make selection.
7	The Tenderloin has the majority of non-profit community groups and is very astute to how our neighborhood should function and how residents are very pro-active.
8	I saw 8 officers peacefully and professionally take down a very strong man who could not be cuffed or searched as he stood in the middle of the street. This took about 25 minutes. Where was the video of that, both for publicity and police training? It was impressive. But when I went into the TL station one time, as 6 people waited as long as half an hour, an old Asian woman with a big smile came in and said Chinese, Chinese, and you would have thought a bomb had gone off. Officers came running to translate. Obviously not an emergency. Part of being professional is not discrimination against whites like that.
9	no sure what existing reforms are in progress.
10	The present police are not capable of changing. We need a new group of people.
11	No reforms are needed. Criminals need reform not police!
12	Assess *external* accountability models. Deeply important to consider the recommendations of the Blue Ribbon Panel report.
13	The new chief must focus on taking control of his department, show them he is the boss. He's got one tough department that has proven they follow their own set of rules. I don't believe the new chief can come from the within, She or he won't have to owe favors many officers expect.
14	I don't think the current reforms are really enough. The problem is the culture of fear, defense, and toxic masculinity within the department.
15	Raise the standards of who can be a police officer. Require a college degree
16	Vision Zero seems to have fallen by the way side, would love the new Chief to have that be a priority.
17	Bring back Greg Suhr.
18	These should all be essential.
19	The SFPD needs a complete and utter overhaul of its staff. Meaning, if there are individuals who are part of the old guard and are reticent to change, it's time to show them the door and invite new SFPD members into the fold who are open to training that doesn't involve drawing a weapon, any weapon, first but using their training they'll all receive in de-escalation to better SERVE THE COMMUNITY as THIS is the job of ANY POLICE OFFICER.
20	Top is making clear that crime and on-street drug use will not be tolerated.
21	I feel the current system in place for SFPD does not serve the community and needs to be changed immediately. Therefore, that should be the chief's first order of business. It won't change overnight, but through training and teaching especially for human life, human beings, it can happen. I feel the new chief

	needs to order mandatory therapy for the officers. Many officers deal with trauma on a daily basis, yet they aren't not seeking personal help. Their families are subjected to their pain and they too deal with violence, addictions and many other ways to escape their feelings. Therapy is a MUST!
22	There are no reforms without accountability.
23	A commitment to change the current department culture regardless of the resistance she/he will undoubtedly face in the process, and an obligation to be accountable for doing this.
24	We need a strong leader with good people skills and someone who will reach out to the diverse communities of the city
25	I would recommend our new Chief to reach out to its residential neighborhoods and businesses for an assessment in hearing citizens' concerns.
26	Change is needed. We need a strong leader who can understand current state then partner with his police force and other agencies and businesses to drive change and improvements
27	We need priorities on the residents of San Francisco and the people who grew up here NOT the businesses that come and go.
28	Create an open door policy with station commander and give a supporting staff in each district to address district needs
29	Unbiasing and de-escalation training.
30	a review of the effectiveness of departmental programs in place presently will then help shape the decision as to what reforms to continue and what to discontinue.
31	Transparency and partnering with independent investigative groups. Sharing information more publicly
32	Proper training of officers would alleviate the necessity to "connect with the mean and women" of SFPD. This choice should have been written "Connecting with the 'sworn'..." --there is very little respect for the civilians contrary to what the new chief might hear from SFPD bosses.
33	<p>Improve training means to me not using force that injured people or is in humane - e.g. choke holds. It means not using lethal force</p> <p>And instead using nonviolent de-escalation techniques. It means learning from the UK police force and innovative us police forces and changing training to reflect</p> <p>The learnings of the fed govt task force on policing. Changing training on minorities to stop targeting etc.</p> <p>Continuing reforms already in progress needs to be defined. How can I rank that highly if I don't know what the reforms are or whether I agree with them? I ranked it highly because I assumed they were good reforms.</p>
34	Reaching accord with the Public Defender's Office about policing priorities.
35	Focus on homelessness in SF, as well as auto break-ins. Auto break-in and theft needs to be addressed and is a serious crime. SF can no longer ignore this issue.
36	"Community groups" doesn't mean "gentrificationist neighborhood improvement" groups disguised as "community groups"
37	This is another question that imho misses the mark. Off-top it frames the work/wants of community v police as adversarial instead of finding and focusing on the intersection set between those being served and those doing the protecting/serving. A better ask would be simply how has this Chief candidate done historically with hearing everyone out and providing robust process and then transparency, when sensitive issues arise. Again, the ranking format of the query misses the mark... these are not isolated pools of work, rather an ecosystem in which a sea of complexity (microcosm for society's failings) can serve to calm or conduit harm. As long as we're framing it Dept v Community, we're not on the same page. Disappointing.
38	<p>- Building an accountability system that is trusted and shows results</p> <p>- Spend more time on use-of-force training</p>
39	These are all equally important and all should be done
40	The list offered shows a certain lack of awareness of what's happening in our neighborhoods.
41	Actually the chief needs to go far beyond current reforms.

42	Cops should earn black belts in judo so they are more confident and less prone to shooting someone. The Tokyo P.D. has this. I've been to W. Europe, Asia and have meet friendly polite police much better than here.
43	Interfacing with neighborhood organizations, on programs and solutions.
44	All of these priorities are of equal importance.
45	Catch the violent bad guys, enforce existing laws, you're not going to please everyone so you may as well allow the police to protect the public,
46	Needs to establish themselves to both the department and the community as the Chief of Police and let them both know that (s)he works for them.
47	Consult with SF communities and citizens to receive and carefully consider their input about ways to reform and improve the SFPD.
48	Enforcing traffic laws on bicycles.
49	SFPD should hire a publicity agent to educate public on all the positive things accomplished by SFPD. A column in the Chronicle dedicated to police.
50	The key is comprehensive data collection and analysis.
51	Implement tasers; get budget for better equipment and more police. Work with federal police agencies (NPS, SF VA Medical Center, state, other Bay Area communities, etc.). Implement quality of life policing.
52	Continue to implement community enforcement requirements.
53	It's really a matter of connecting with the members of the SFPD and forming partnerships with community groups and the business community all at the same time. The larger picture is what the Chief must keep in mind and not be swayed by the current politically acceptable idea or notion. The Chief needs lots of background info and assessment before the whole business can come together.
54	I have seen police in this city behave in a manner that was upsetting and others who are awesome.
55	Figuring out why San Francisco has such a high crime rate compared to other places and how to reduce it. Studying how to work with elected officials to figure out why San Francisco has become such a magnet for criminals. Why are San Francisco residents victimized at some 20 times the crime rate of the safest cities in the Bay Area??
56	Ending excessive use of force
57	Why are department and community considered at odds? Shouldn't the department be serving the community?
58	I find working with the business community much less of a focus then working with the community groups and residents of this city.
59	Reform needs to happen now starting inside the department. Start local and then move out. I don't think other law enforcement agencies or the business community are important at all. Unless you are discussing looking at other police departments that have totally turned their corrupt police departments around as an example or as consultants. Richmond, CA's police department is looking pretty good in this light, but scores of departments in other areas would serve as models.
60	There are reforms in progress?
61	Implementing changes that keep our POC safe, e.g., body cameras if this isn't already implemented before the new chief starts (as planned).
62	Poor choices
63	Get your house in order. Training of police officers to not shoot first before trying to talk to someone. Racial profiling has got to stop.
64	Can't put current reforms higher on the list, because I have no idea what they are.
65	By connecting with SFPD, I mean someone who can hold police accountable and change the culture of the department. By improve police training, I specifically mean to move to other forms of policing that increase safety and racial equity and decrease use of force and militarization of police.
66	I am unclear what "reforms...are in progress" so it is hard to say how much I would like those prioritized. Reform is vital. Having individual officer accountability practices is the extremely important.
67	Does "interfacing with the business community" = prioritizing the wealthy and allowing business interests to interfere in the course of justice?
68	Police training should include all officers having at minimal a bachelor degree.
69	Proving to the people that they are more important than police showing they are powerful.
70	Getting rid of the bad apples.

71	Business and political interests MUST take a back seat to the community and our concerns, or else the people will be driven out of San Francisco. Residents have been fleeing for years because of both the perceived rise in crime and the business takeover of the city. Aligning police with business interests will only further increase that divide and reinforce the rhetoric that police exist to serve the wealthy and are a corrupt force against the common people.
72	Any successful company I've been part of starts with the employees. If they don't believe, there is no way the company can be successful. So here, it starts with the our men & women on the force.
73	There should be an increased emphasis on psychologically profiling new applicants to weed out those who would cause problems down the road!

Q6: QUALIFICATIONS – When reviewing the desired qualifications for the next Chief of Police, please rank the qualifications you believe are the most important in the selection of a new Chief of Police. From the 10 choices listed below, please rank the desired qualifications from 1 to 10, with “1” being the most important, and “2” being the second most important, and so on. Please rank all choices.

Answered: 626 Skipped: 150

	1	2	3	4	5	6	7	8	9	10	Total	Score
Experience in a diverse community	22.68% 142	19.65% 123	10.86% 68	10.06% 63	7.99% 50	6.39% 40	6.07% 38	3.83% 24	3.67% 23	8.79% 55	626	6.93
Experience managing change	11.34% 71	11.98% 75	20.93% 131	17.73% 111	11.98% 75	9.42% 59	7.51% 47	4.31% 27	3.83% 24	0.96% 6	626	6.83
Crisis management experience	10.06% 63	17.57% 110	14.38% 90	11.50% 72	15.50% 97	11.66% 73	9.74% 61	4.47% 28	3.35% 21	1.76% 11	626	6.66
Track record of reducing crime	24.60% 154	8.79% 55	7.51% 47	9.11% 57	11.02% 69	10.70% 67	8.79% 55	7.83% 49	5.59% 35	6.07% 38	626	6.44
Record of community involvement	10.54% 66	12.78% 80	14.38% 90	14.86% 93	13.90% 87	9.90% 62	8.95% 56	7.35% 46	5.59% 35	1.76% 11	626	6.43
Experience with reforms	12.14% 76	13.42% 84	12.94% 81	11.82% 74	10.22% 64	9.42% 59	9.11% 57	7.03% 44	8.79% 55	5.11% 32	626	6.17
Embraces technology	2.56% 16	4.79% 30	6.23% 39	6.87% 43	8.15% 51	13.26% 83	13.42% 84	13.90% 87	12.14% 76	18.69% 117	626	4.20
Years of executive level experience	2.72% 17	4.95% 31	4.95% 31	4.79% 30	6.07% 38	11.34% 71	11.98% 75	17.73% 111	22.52% 141	12.94% 81	626	3.97
Level of education	2.40% 15	4.15% 26	5.75% 36	7.83% 49	8.47% 53	9.27% 58	9.74% 61	14.22% 89	14.70% 92	23.48% 147	626	3.94
Experience working with other jurisdictions	0.96% 6	1.92% 12	2.08% 13	5.43% 34	6.71% 42	8.63% 54	14.70% 92	19.33% 121	19.81% 124	20.45% 128	626	3.42

Q6: QUALIFICATIONS – When reviewing the desired qualifications for the next Chief of Police, please rank the qualifications you believe are the most important in the selection of a new Chief of Police.

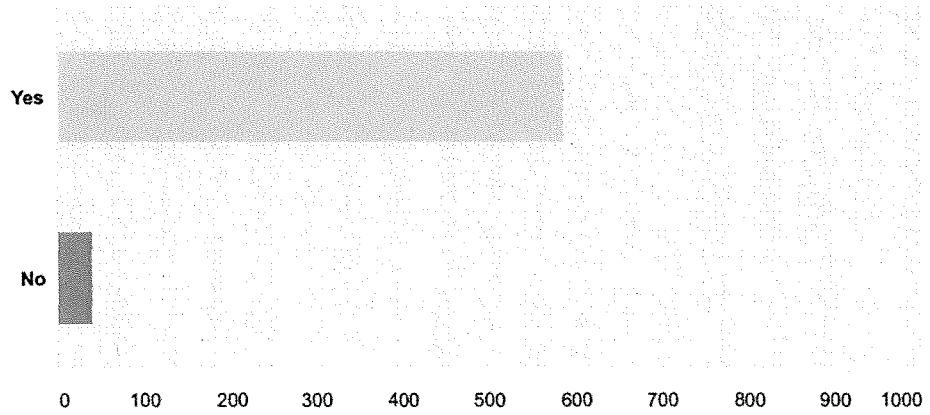
Comments:	
1	Pls. disregard "track record of reducing crime" -- crime is at historic low for many years now so experienced chiefs will not have had opportunities to REDUCE crime much further. This was a relevant question 20-30 years ago. Not now. "Embrace Technology" should be a given for ANYONE for this position. Just because SF has been absurdly slow tech-wise ... (because tech and data is linked to accountability which SFPD avoids in all forms) ... doesn't mean that all qualified candidates shouldn't have shown they've LONG AGO embraced technology. MISSING FACTOR -- experience (ideally leadership) with professional associations in law enforcement ... where best practices emerge... where modernization and professionalism reign ... (which SFPD leaders have historically avoided... er, until they have troubles). Professional development and connections (formally and informally) should be an on-going, constant thing in management. "Evolve or die" -- SFPD has excruciatingly slow to evolve or even learn from the profession. That must end. (PERF-inspired PERF reforms a great start! But only a start. Don't rely 100% on COPS. Make it an organizational ethos at the management level -- and connect nationally not just through increasingly fuddy duddy POST.
2	Someone who the Officers want and respect. Ask them!
3	Demonstrate Leadership & Delegate Authority.
4	Unimpeachable Integrity is essential!!
5	It would be a good idea if the Chief was as a rookie a beat officer and learned how to interact with the community residents on their level.
6	Need to be more involved with youth/ethnicity.
7	I think it is very important to have a Chief who is well known and respected by the current members of SFPD
8	One person can't do it all, so please consider this person's ability to build a strong team, to delegate to that team, and to work through difficult communications productively.
9	Two opposite points. Anybody who came up through SF ranks would be embedded in the "BUDDY SYSTEM" and would have to learn not to treat any other officers as "friends" anymore. On the other hand, bringing in somebody who does not know SF would give him or her too much to learn.
10	Strong background history in his staff respects and know he/she is the boss. One that has turned an out of control department under control. No verbal warning, accountability at once. A tough job for anyone. He/she is not their friend (so to say) but the boss the employees' respect. This job is not for the week, when the POA bashes, Chief takes the stand, demanding respect, he/she is the boss. I hope the person has friends in the area, outside the SFPD, it will be tough, but that's what we need.
11	reduction in crime can just mean it's reported differently
12	Change and reform are the same things. Who put this together?
13	Again, these are not exclusive priorities, and the distance between slots in the ranks is not equal.
14	Experience in Harm Reduction Models Knowledge of Current Housing Crisis Experience working with Community Based organizations to facilitate and mediate community engagement.
15	Has exhibited ability to punish cops and not be influenced by the culture of cronyism.

16	We need a strong leader with EDUCATION and EXPERIENCE. A proven LEADER. Forward thinking. Who isn't afraid to do the right thing. Someone who supports their OFFICERS!!! And holds the respect of the community and the force.
17	These questions should have included years of residency in SF. This is quite crucial, knowing the demographics of the City and changes in crime.
18	We need someone who will listen and respond not just put out messages.
19	Visit each community, or a high level representative get out of the office patrol the streets.
20	More important that any of the other qualifications is trustworthy-ness, and honesty. All Police should be above reproach.
21	Track record with being transparent about policing
22	The new chief must be prepared to deal with backstabbers and a great deal of two-facedness from the SFPD command staff.
23	The most important would be to be compassionate and non-exclusionary
24	Someone from The City.
25	- Strong supporter of civil rights, especially the 4th amendment
26	All of these are important. Even though education is last, ideally should have some kind of graduate work in policing issues or be willing to continue education
27	Again, ALL are "Most Important" qualifications.
28	#1 should be: leadership experience; proven ability to gain and maintain respect of subordinates, city administrators and public.
29	Embraces technology includes the idea that the police chief understands technology. The SFPD use of Shot Spotter is a good example of embracing technology without really understanding it.
30	Real world police officer, fair
31	The new chief will need to be a "Cop's cop" and understand the role identity groups (Afro-American, Hispanics, LGBT, Bicyclists, women and on and on) play in SF.
32	Must be redirected as a leader by the department. Must be able to work with the POA.
33	One expects the SFPD to fulfill the necessary condition of its existence, namely law enforcement and crime reduction. Where the SFPD has been lacking has been in fulfilling the sufficient conditions of working with and serving all of SF's diverse communities with dignity and respect.
34	Listen - 'track record of reducing crime' is questionable - stats can be rigged and politicized and too often that's all that 'reducing crime' really is. Same with 'embraces technology' - who cares if the person is not effective?
35	I think retired law-enforcement people would be have the best input on this survey. As a civilian I don't know what these people go through on a daily basis.
36	Experience in large urban setting. Experience dealing with recalcitrant politicians and anti-police activists. Support for his/her troops -- demonstrated people leadership skills. Sets clear goals; achieves those goals.
37	Years as a police officer / in law enforcement Experience in the rank & file
38	I think successful experience in a diverse community is most important. Nowhere is there connection with local clergy and they have been most vocal asking for change and protecting their people.
39	Track record of improving crime' seems too impossible to prove given crimes stochastic nature
40	Experience with mentally disabled, drug-addicted, and homeless populations
41	Experience working with homeless constituency and the related social problems
42	I would be much more interested in knowing the candidates work experience rather than "education" or years of executive experience. I would also want this person to have experience in the military.

43	How about worked as many levels of law enforcement? Like to see a person who actually worked as a patrol officer for awhile. Since most of the SFPD works the streets it would be good for the members to respect an actual law enforcer. Not a admin person
44	I think this Chief needs to have demonstrated experience making reform, managing effectively, holding his/her department accountable and listing to civil rights advocates and community groups, especially diverse populations who are targets by inadequately trained officers. Implicit bias is real and all the training in the world can only mitigate this reality for an officer with a firearm reacting in a crisis situation. This department has performed very, very poorly on this count. This Chief needs to prioritize addressing that because San Franciscans have died for split second decisions by officers that should have had stronger training, less excessive force responses and a compassionate response with more de-escalation tools at their disposal. This Chief should walk in with those priorities and understanding, in my mind, and their track records should demonstrate these priorities and successes elsewhere.
45	technology can be learned, experience can't
46	After #4 above, I'm not sure that I think all are necessary. For example, years of education or executive experience might not translate to actually address the many problems of SFPD.
47	Experience in actually working on the street
48	I rated "experience in a diverse community" #1, but that could mean many things. I want someone who has experience connecting with and effectively serving marginalized/vulnerable communities.
49	Again, tech remains low priority since it's a given by now...right?!
50	Credentials on paper (years in executive positions, education level) should not be prioritized over proven history of making a positive impact on the communities they serve. Additionally, a high priority should be finding a police chief who has maintained positive relationships with their communities. Ideally, SFPD's new chief should be from a city which is remiss to see them leave.
51	all the above is ok, I'd like to see more if he's a leader and willing to make the hard choices, whether is to fire an officer or say no to the politicians or BLM because of their bullying.
52	HOMELESS
53	I don't think that mere experience in diverse communities is enough. A strong track record of establishing positive community relations in a diverse community would be in my top 3 priorities.

Q7: Are you a resident of San Francisco?

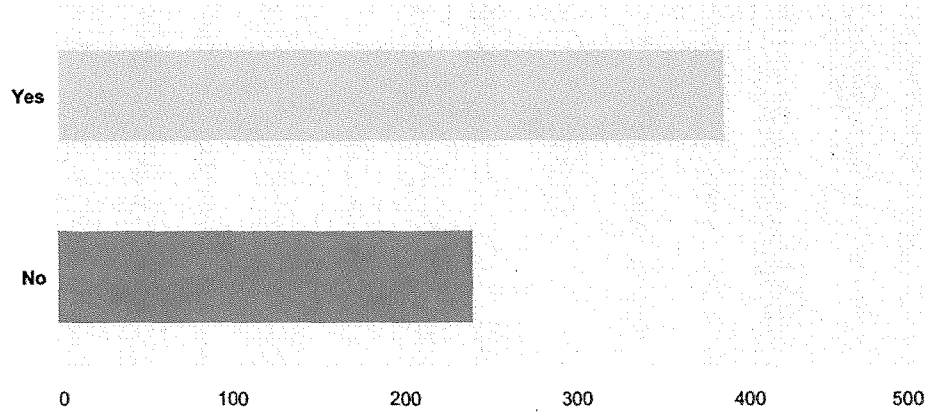
Answered: 626 Skipped: 150



Answer Choices	Responses	
Yes	93.60%	585
No	6.40%	40
Total		625

Q8: Are you employed by a company that is located in San Francisco?

Answered: 626 Skipped: 150



Answer Choices	Responses	
Yes	61.66%	386
No	38.34%	240
Total		626

Is there anything else you can think of that the Police Commission should consider when selecting the next Chief of Police?

Comments:

- 1 How much time do you have? 1. Must be among the very top, sought after, highly experience, reform leaders in the profession. SF deserves nothing less. We pay for it. We're a Big League City with a Minor League police department right now. Only the very best -- someone with national stature -- have a snowball's chance of really changing that. 2. Confidence. (not to be confused with arrogance), which will be necessary to lead change. NEED a strong leader type, even if she/he will inevitably ruffle feathers. Can't reform comprehensive w/out that. 3. EXCELLENT communications skills which will be needed both for public and internal support and confidence. 4. Highly intelligent in a creative, not rigid sense. Should go without saying but, honestly, we've had some chiefs who were not sufficiently intelligent... right now we clearly need smarts (and experience). 5. Someone who is IMPATIENT about the important things; not tolerant of a slow pace of change (for bureaucratic or other reasons) when rapid progress is necessary here given how far we have to go and given how forward momentum is necessary to fuel change. one positive step should lead to the next. So everyone -- public and internal, politicians and press -- can start to see a new, modern SFPD emerging...soon... not 10 years from now. (We can't afford that!) 6. Someone who realizes the moment and the stakes for policing and for SFPD in particular... someone with vision... and someone who can articulate it. (Where are we, policing-wise... how did we get here... where do we need to go... how we gonna get there? Any candidate you seriously consider HAS TO be able to quickly rattle off articulate answers to those questions or they're simply not ready yet for this job. Period.) 7. Someone who knows that at all times their primary loyalty is to the PUBLIC... not to the institution, nor to the officers. At most times, a chief can serve all those interests... but whenever those interests are in competition with each other (as inevitably they will be ... esp. after, say, a controversial incident) the chief MUST... unhesitatingly and unapologetically act and speak in the PUBLIC's interest first. No ifs, ands or buts. The Chief's interests (which should be the public's interest) and the SFPOA's are NOT the same... are often in conflict... and the Chief MUST start choosing the public over the POA... all the time. 8. All of which means, it MUST be an outsider. Insiders (even those more qualified than the EXTREMELY inexperienced Chaplin) have blind spots simply from working only in the SFPD... with its deeply flawed culture... "behind the times" ways... and common, knee jerk ultra-defensiveness. Insiders take criticism as attacks. Outsider will see criticism as opportunities to either more clearly educate the public ("no, here's why we really DO have to do it that way") OR as opportunities for improvement. When something goes wrong, SFPD's first instinct is to deny it's wrong-- even when it quite plainly is. (And you wonder why you get such bad press?) Professional law enforcement executives KNOW that freely admitting the possibility of mistakes is not weakness, it's strength. It's how you earn trust and credibility. It's how you improve. 9. NOT a "cop's cop" which at this point is dog whistle/coded language for someone who will be loyal to the union and not hold officers acceptable. SFPD (and all big agencies) NEED skillful managers -- that's the job. Their experience in patrol, or narcotics or gang task force, or what have you is relevant but NOT the primary experience needed to run big, highly complex, expensive organizations. Being a "cop's cop" is a NEGATIVE ... at least in common usage. (They -- internal, old guard, anti-change elements -- attacked Frank Jordan for being an "empty holster" cop but when he told Mayor Feinstein in his interview "better an empty holster than an empty head", she knew she'd found her chief. Dianne was right then. Follow her lead now -- no "cop's cop." (Been there, done that. Not what's needed in this moment.) 10. An effective chief has to UNDERSTAND cops but that's different. One can be a (literally) student of human behavior, someone who's knows the modern strategies/best practices for dealing w/ officer burnout, stress, suicide, creeping cynicism, job satisfaction issues, etc. THAT'S far more important and useful knowledge than "cop's cop" which may help with empathy... but empathy is not a solution. We need someone who has SOLUTIONS to officer satisfaction and mental health.

2	1. This person cannot harbor racial grievance. 2. This person must be prepared to resist pressure from San Francisco's political establishment.
3	Someone who KNOWS SF - not an outsider.
4	Law enforcement is necessary. People get hurt. San Francisco's problem is NOT TOO MUCH law enforcement, but not enough Law Enforcement.
5	1) Be mindful of the candidates' current job status. Not being selected can maybe considered against that person in future job considerations. 2) Its ok to have a "blemish" offense in their past - what type I am not sure - but be merciful!
6	The new Chief of Police should definitely come from outside of San Francisco.
7	Stopping the dangerous homeless encampments from taking over the sidewalks that taxpayers and other citizens should be free to use without fear of needles and verbal physical attacks.
8	Other reports from other sources on Police Department.
9	This person should be of the City and or know the zones an on more from the City of SF or even also have community relations also has FBI background i.e. plus has from start more approachability. We must have someone whom will do as trained and that all officers are on same accord that the following persons our churches as well ... Tony Chapman should be an is the person keep him!!!
10	Yes, live in San Francisco
11	Integrity, not political savvy, is what is need now most.
12	I have been a "Community Watch Block Captain" in the Tenderloin since 1 April 1984 under Project S.A.F.E. now known as SFsafe, Inc. I have been a community/resident/tenant activist since May 1979. I have C.U.A.V. training & community boards training. So when I look to see and judge how the Police Department handles the needs of this community I look with experience when I think of what makes a good Chief I think with street experienced. I appreciate the ability that I have been given by this Commission to answering this survey. Good Luck.
13	A Police Chief that knows how to enforce the fact that you don't need to use your gun first.
14	Police Chief needs to know what they are doing take in charge, fair and equity to all ethnicities. Have involvement with community especially in the projects.
15	Chief of Police should have a clean record. He/she sets the example to officers under him/her. If he/she has a blemish on his record, those under Chief look up to the person.
16	Difficult process. Someone from within may know our problems but may have too many preconceptions. Someone from without may be too uninformed on our community issues.
17	Chaplin seems great so far; please strongly consider him or another internal candidate.
18	The new Chief needs to have experience working with neighborhoods and a commitment to further community policing. Outsiders should be given strong consideration. There are many in the current Command Staff who have demonstrated their qualifications--and knowledge of the City is a plus.
19	Does each candidate back a policy of zero tolerance for charges of sexism, racism, etc.?
20	Focus on reducing crimes, don't be politically correct.
21	A police chief who looks at the serious cases of police shootings, acts judiciously and fairly. Changes the training of shoot to kill.
22	Diversity experience is not enough; the police chief should have a solid grounding in ethnic studies, women and gender studies, and or queer studies. Or be willing to be advised by experts in these areas.

23	A college degree should be a minimum requirement. College provides essential critical thinking skills and hopefully offers diverse experiences.
24	This survey was easy to use but rather repetitive. Chief Suhr had too much old baggage. The new chief has to be backgrounded so thoroughly that there are no dirty secrets or favors that ever come out. Nobody can have anything on him.
25	The Chief of Police should have a high level of emotional intelligence. A strong compassionate leader able to make tough decisions.
26	The present police department is filled with many people who do not live in the City. All police should be required to live here. The police union has too much power.
27	Consulting with Equipto on an ongoing basis for advise and suggestions on how to reduce black-brown tensions between the Police and the community.
28	Promote from within!!!
29	Give the police chief autonomy and refrain from micromanaging. Do not give in to liberal, disruptive groups. I want to live and work in a safely run city.
30	Truly conduct an exhaustive national search with community input at every level of the process.
31	Hire the very best person most likely to help us become proud of our police force, rather than embarrassed. The current situation is an embarrassment for a democratic city. The insularity of the police, the lack of accountability, must be addressed.
32	Their track record in choosing to maintain the status quo. In choosing to maintain reputations intact, instead of choosing justice. I want a Chief of Police who is critical of policing and the current systems in place to recruit, train, and oversee police officers. I want a Chief of Police who is willing to look at his/her department and point out what is wrong, what needs to change and then move to make the appropriate changes that will benefit the community and in turn the department. The police are meant to serve the community. If we are not satisfied with them, it is their responsibility to change and serve us accordingly.
33	A personal incident involving the lack of Officers enforcement on a "Famous Family Member with ties" Domestic Violence calls with guns went without so much as a documented call. The Judge and SFDA failed to hold the DV criminal accountable for repeated offenses, protected and served him, not the victim, my Daughter Danielle Keller, who was murdered 8 months after moving home. He was scolded, no jail! The 3rd time he walked out of court, he had held us hostage a week prior. Three days later he came again with a baseball bat, hit her once, she went down, 13 more times. He was a danger that anyone with half a brain would recognize as a sociopath, a threat to all. The lack of all departments failure swept under the rug. He's in prison, she's in a jar. I would hope this Chief would be involved in cases that the officers bring to court and if a situation like this is going unenforced, march into the court and stand up for the victims, as well his officers that investigate crime only to see it fly out the back door. I'm sure if this information is shared (I have no problem) with Ed Lee, Police Commission they know it is true, and I inquired at once, only to be given the runaround. A 911 the call I made, James with a gun, I stayed online with dispatch, I'm retired CHP, so I understand what was happening. 4 units, code 3, yelling he's coming down the back stairs, code 4 one in custody. No report, no arrest, I still ask today about the incident and why no report. This dereliction of duty still happens today, the DV rates remain the same since James Mitchell was allowed to murder Danielle Keller. 4/18/80~ 7/12/09 the day James was held accountable, No one in the city took any responsibility. This new chief has more than the SFPD to show whose boss. Mother, Claudia Stevens

	Don't judge me by grammar or spelling, I'm dyslexic and Danielle was an English major. She edited all my important writing, but she is not able.
34	We need someone who can end corruption, break the silence, and turn the tide. Lives depend on it.
35	Please try not to get a sexist/racist . The bar is low and that is sad. Seriously, our officers have been confirmed as having abused women, and being totally bigoted. We must do better.
36	Prosecute the police that killed innocent civilians.
37	BLACK LIVES MATTER! Police should not be killing our citizens because they are afraid or racist or bigoted. Zero tolerance for racist police! Reform police union also!!
38	Please look to the model of the Richmond police.
39	Someone who is not afraid to deal with entrenched problems of the SFPD.
40	Remember the silent majority not the loud minority.
41	There is zero trust in the SFPD. The next chief will need to rebuild trust with the people of SF in order to be successful.
42	Support Toney Chaplin
43	The Chief serves the citizens and not the Police Officers Association's desires.
44	Find someone who can break the stranglehold of the Police Officers Association on the Chief of Police and on this city. They seem to be the greatest impediment to moving forward with reforms and change.
45	Chaplin best choice. If not, choose from within SFPD. NO OUTSIDER. Gascon was a horrible choice.
46	Strong leader able to stand on their own, understands crime fighting and community policing, demands the best from officers, no nonsense, preferably from inside the department, not swayed by city management. We don't need a yes man. Bring back Greg Suhr, if not, interim chief Toney is excellent too.
47	Get the closest likeness to Greg Suhr you can, if you cannot get him back.
48	Someone who will address the mental health issues in the community as solvable human problems, not criminal activity.
49	Tasers for the people of San Francisco IS NOT THE ANSWER! This will only create issues in the form of multiple lawsuits, injury and death of our citizens. SFPD, SFPC cannot assume that we know what is going on with potential, "suspects," when someone may simply be mentally ill, have a medical issue they're not sharing or a myriad of other personal issues. Violence will only beget violence and further misunderstanding and alienation and mistrust of our peace officers. Our focus for our citizens needs to be on strategy for better rapport with ALL neighborhoods and building trust, not fear within ALL communities of San Francisco.
50	Over the 21 years that I have lived in SF, I have seen an alarming increase in lawlessness. Instead of enforcing our laws, we tolerated a couple of homeless people living on the sidewalks, and now look at our city. We stopped enforcing petty crimes, and look how many bicycles are being stolen. I hope you will find a police chief who is dedicated to restoring lawful behavior in the city -- in my view, there is nothing more important.
51	Please hire a police chief who can adapt and be willing to change the current systemic problems that plague the police department. Don't cater to the rich and remember we are all human beings. Don't let power control their identity. Justice for All.
52	Previous youth engagement experience
53	Consider a balanced approach, not a knee-jerk reaction. Saddened to see that Interim Chief Chaplin held a community meeting, but only African-American members of the community were invited. District 10 is very diverse, but other communities here are ignored. Latino community never gets outreach!

54	Stop listening to progressive activists - they are turning this place into a 49 square mile toilet. Who can lead us back to a "tough on crime" approach and does not make excuses for criminals?
55	Our next Chief of Police must demand, implement, and consistently require thorough data capture and entry on all police activities. Ditto for body camera use and data. The culture will change when all police activity is relentlessly tracked, made public every quarter to anyone who wants it, and discrimination is punished through dismissal with extreme prejudice against rehiring. Cops who don't like an environment that exposes civil rights abuses, systemic or sporadic, will leave voluntarily or through dismissal.
56	I hope everyone can be open-minded and choose the best person responsible, capable, and willing to serve SF. Thanks
57	Internal hiring has shown that it is not always the best choice.
58	Look outside the department so that they are not already part of the "brotherhood" and can actually operate independently.
59	Putting politics aside, ensuring the gender and ethnic diversity of the candidate pool, having a nationwide search, and doing a thorough check of the finalists' backgrounds before finalizing a selection.
60	Pick someone who won't leave after a year or two. We need a commitment to our community.
61	A total outsider to rid the department and the Police Commission of its corruption and rot. Good luck to us because you won't do it without compulsion from the courts or Justice Department civil rights division.
62	Broken windows and ability to get DA to prosecute crimes and secure convictions.
63	Someone SMART and compassionate. not pushed around by PC crap AND someone who WILL work with ICE to stop the flow of ILLEGAL's who are CRIMINALS. Someone who is more interested in PROTECTING SF residents than BEING Politically correct.
64	"Old boy" hasn't seemed to pan out; outsider, reformer, sharp best
65	The Police Commission should consider whoever they choose to support its Chief and department. Police Chief Sur was on established of SF finest and I was saddened that he did not get the support he deserved!! Please do not let the DA's office and Supervisor control the force. I never saw Police Chief Suhr ever question or publicly bash the DA or Supervisor departments, policies or bad behaviors (and there is plenty to bash).
66	Business bringing people into the city and driving up housing costs, resulting in more crime and homelessness, should be tapped into to be part of the solution. Companies have \$\$\$\$, some percentage should contribute to the community the run in
67	There needs to be a willingness to truly clean house of the "rogue" officers (racist text messages, involvement in sex trafficking, etc.) and an acknowledgement that the culture and training of the SFPD has contributed to recent, tragic killings of members of our communities who were committing no crimes.
68	He/She need SUBSTANTIAL EXPERIENCE AS A BEAT COP; and PLEASE try to find someone who REALLY GIVES D-MN about S.F. - even if this isn't their home town...
69	He/she needs to be a good person and love people, all people. A true public servant! I would like him or her to be a family person as well.
70	Build a solid, non-political organization based on modern needs, not "tradition" and independent of politics
71	Black Lives Matter.
72	Your survey doesn't directly address the qualities of being intelligent or a visionary, nor does it recognize the potential value of military service in dealing with command structure and promoting morale in the ranks. If a terrorist attacks the City with a truly diabolical plan, the police will be expected to intervene enthusiastically to save lives at the risk of their own. Does this survey access the prerequisites necessary to elevate such a force?
73	I feel like the interim chief is doing a good job so far. I hope he is available for the permanent position.

74	Someone who can be a good face of the department; establishing a strong sense of accountability, transparency and face with all constituencies of San Francisco, taking personal responsibility and ownership of the force and the city.
75	Using community leaders more and place a youth on the commission
76	<ul style="list-style-type: none"> -Repercussions for killing or severely injuring innocent people -Shoot first, ask questions later mentality -Excessive use of force -Regaining the trust of the community -Breaking biases when out in the community -Training and education of employees
77	Is he willing to fight for his community.
78	I believe the people of SF should be able to live and work in a city where the police don't kill people. And I want a Chief of Police who believes this, too.
79	Thank you for making this survey available
80	Abolishing the "blue wall of silence".
81	Needs to be able to tolerate the politics of San Francisco and overcome the resistance to enforcing laws
82	Policing in San Francisco is far more difficult than in other cities. Politicians fanning the flames of the protestors who demanded Suhr's resignation (a very small minority) should be ashamed of themselves. Certainly racism is a societal issue that is represented in the PD as it is elsewhere in the community but the common refrain of public servants should be UNITY. Bad mouthing of PD in general by SF public servants is entirely misguided. Reform begins when the DA, the Police Commission, the PD and the community all begin rowing in the same direction. Enough of the finger pointing and side-choosing to pander to the loudest members of the public.
83	Bring back Chief Suhr!
84	He or She must be really involved and present in each community in San Francisco. Connecting with the people of SF will help go a long way with improving relations.
85	Willingness of City Council to support new chief.
86	Improving quality of life in SF (car break-ins, homelessness, etc.)
87	I believe the Chief of Police should be selected from within the Ranks of the Police Department itself, rather than bringing in someone from outside the Department.
88	Understanding the people that live in these communities and try and help them that harm them
89	Police need to be a positive presence in the community and NOT perpetrators of racism, classism or any other form of overt or covert discrimination. Police must not use their weapons to execute death sentences or other violence on community members who have not even been tried according to their rights.
90	Please hire someone within the SFPD that is respected, can update, train, and implement change, from a paramilitary Dept, to modern updated community & youth oriented SFPD
91	Finding a budget for ongoing department wide diversity training that encompasses not only community policing, but also anti-bias training. It should be a condition of employment.
92	How will the Chief bring external accountability to the Police Force?
93	Changing or abolishing the so-called police bill of rights, requesting country and federal oversight, and taking the recommendations seriously. #BlackLivesMatter
94	Instituting a Citizen Observer Patrol program to free up sworn officers for more important activities.
95	Be proactive not reactive

96	I met the current Police Chief & I liked him. Most of the encounters with police I've had have been respectful & kind!
97	Calm, self-assured and willing to surround him or herself with the best talent available, and most important - unruffled by criticism!
98	Honor and integrity as significant characteristic trade. positive individual who makes decisions with authority, has an exemplary management record in times of crisis.
99	Jail Killer Cops!
100	<p>Yes. The new chief must have a backbone and capability of rising above minutiae and idealism of SF Board of Supervisors and many of the members of the Mayor's staff . . . oh watch his/her back with the SFPD command staff too.</p> <p>Lastly, the new chief should stay in prayer ... for she or he... this is a must...the politics of the City can bring about a fall from position by the actions of "one" or "a few." The new chief must remain vigilant at all times -- survival depends on it!</p> <p>Thank you</p>
101	<p>I have become afraid of police officers. And that, coming from a Caucasian female, means that I shudder to think how petrified African American and Latino males must feel. Serious, serious changes need to be made to both change how police officers interact with the public and to rebuild the trust lost over the last few years with the shooting of unarmed black men.</p> <p>And body cams need to be on all police officers. And they need to be kept on.</p> <p>And the chief of police needs to change the culture - police officers protect their own when they behave I appropriately. When doctors cut off the wrong leg, you don't see other doctors defend them. Why do police officers condone and defend bad behavior, racist mindsets, etc.? We need a chief of police who can lead major changes and build up police morale - they must be hurting a lot in this climate of police mistrust.</p>
102	Years on the force with a good record.
103	Last question a little misleading. I'm retired but have lived in San Francisco for over 30 years and always worked here.
104	We are ready to be a model city for community policing and community control of our own streets. We don't need a chief like Suhr, who condoned the despicable behavior of cops in SF. SFPD
105	The next Chief, once selected, is owed the support of the Mayor and Board of Supervisors. He/she may not have a lot of time to show that it has been earned. Therefore, getting community support through selection and support of very good Captains with a record of neighborhood involvement will be very important.
106	Please choose someone who will address the homelessness issues and auto theft issues in SF.
107	A life taken by anyone, including a police officer, should be subject to some sort of accessible and independent adjudication.
108	Only an experienced, professional OUTSIDE candidate can right that sinking ship.
109	Residency in San Francisco
110	Review the report by the three judges and use the recommendations to set priorities
111	After any OIS, officer should be subjected to steroids testing
112	Someone who is going to listen and help those in the community who don't have a voice. Crime, I believe happens in many instances because people become hopeless. Don't treat like cattle or criminal. All need respect and abusive officers need to be held accountable and not swept under the carpet. This is something I have seen in many cases on a personal level.
113	Essential that this man digest and implement all of the recommendations of the DOJ Blue Ribbon Panel final report.

114	Military training and experience would be a big plus.
115	Someone who is willing to suffer for true justice and reform. Someone who doesn't claim to know it all but is open to learning.
116	Someone who can reform the department from within -- so the cops have to trust him but he has to WANT to change it.
117	How relatable is this person? What are examples of the candidate's character that evidence the highest moral integrity? Has this person made professional errors that they have taken responsibility and grown from? Is this a person who believes in lifelong learning? If so, when was the last time they took a class in something new? unrelated to work? How has this person's tribe (male, feminist, gay, etc.) influenced their identity formation and where do they seek guidance (church, cricket club, spouse)? How does the candidate see the SFPD challenges and what will be their first focal points? Consider too, picking a parent. Parents bring additional experiences/skills to the table.
118	Someone who understands that a homeless man with mental disabilities should be treated with the same level of professionalism, respect and dignity as Mark Zuckerberg. Someone who understands this black/white rhetoric e.g. If you're anti-police brutality you're someone anti-police is a complete falsehood and dangerous. We, folks of color, want to live our lives as freely as our white peers and deserve to be "protected" similarly.
119	The SF community don't need Heroes, we need public servants who follow the laws of the USA, State and City.
120	I would highly recommend that the next San Francisco Police Chief be citizen of San Francisco and also hold a Law Degree.
121	The next police chief needs to bring a different approach to the city. The lax enforcement of day to day crimes has turned this city into an unsafe and dirty place. The Police cannot do it all and are in a no win and thankless situation in SF. But the next chief needs to lead the department to make the city safer and a better place to live for ALL citizens.
122	The ability to lead with confidence, believing in his men and women, but always keeping an open mind to critics, but not being controlled by them.
123	The Chief needs to be independent of the SFPOA!
124	I think someone local would be ideal. Homelessness is at a crisis type level. We need someone ready to make that a priority.
125	Media savvy
126	Reducing violent crime is the most important. Working with diverse neighborhood. Getting the few rotten apples out of the Dept.
127	Commitment to transparency and protection of citizens not murder of citizens.
128	Probably should be a person of color, or, at least, a person with clear respect for black and brown people.
129	Needs to deal with encampments and homelessness. Needs to help make the city more liveable
130	Communication, communication, and communicating.
131	Focus on prevention over policing. We do not need aggressive tactics, the whole of city government needs to be working to improve schools, health care, mental health care, and education so that less policing is needed.
132	Better reduce violence towards the public. Change attitudes towards killing the public
133	An emphasis on diversity is especially appropriate at this difficult time if not at all times.
134	I'd like to see a very short reign on demonstrable progress by the Chief and if s/he can't be effective within this period, then replace him or her. Fail fast, in other words.
135	Make sure that they have embraced community policing and that they know exactly what that means on the ground. A new chief must have experience working in diverse neighborhoods. SFPD needs to be reformed. The new chief needs to be able to adopt a working relationship with diverse communities. We have a few officers on SFPD today that should be considered.
136	Look for someone who people respect, and are respected.

137	Reform, community policing, someone independent of the mayor and willing to challenge the SFPOA are priorities. It is too bad this search wasn't done a year ago so San Francisco could have hired Chris Magnus before Tuscon did. Should at least ask if he is interested.
138	I really don't think formal education is that important (I say this as someone with a master's degree) - in this case I think experience, reputation, integrity are key I do think there should be a requirement to LIVE in SF - with a \$300K salary its certainly possible
139	The Chief of Police should have a track record of treating everyone fairly and non-discriminating. He should want change and take action.
140	Best internal person for the job! Not an outsider, who would have to learn the 'players' in city government and the community. I like Tony Chaplin and so does his troops.
141	Seek a candidate that shows commitment to social and health services as the primary approach to issues of mental illness, substance abuse and homelessness, so that the police can focus on core law enforcement responsibilities. Seek a candidate with a demonstrated commitment to de-escalation strategies for crisis situations.
142	Tough on crime.
143	Selection of the next police chief is important, but much more important is implementing policies that hold police accountable for their actions, and train them how to respond in non-life threatening ways.
144	Meet with community and not have us versus them.
145	Must be willing to take on the POA around officer killings of vulnerable people.
146	Please view people of color as the victims, not as the perpetrators automatically. Immediately suspend cops who shoot or tase to kill. Re-train cops who reflexively shoot or arrest before asking questions and LISTENING. Thank you.
147	Reduction of overtime by more focus on community engagement programs, and involvement in information to the neighborhoods, improved tactics that deter use of force and weapons.
148	Choose a reformer and start to change the culture of San Francisco police toward justice and restraint.
149	We need to do better on racial justice issues to protect both citizens and police from unnecessary escalations of violence - please keep in mind when hiring
150	Within the Department and San Franciscan native would be preferred - they would have a better understanding of our City,
151	Look at the Milwaukee police chief as an example of top level quality - see him speaking truth to Pres. Obama and David Muir of ABC in JULY 2016 townhall broadcast. end of the program.
152	Don't hire anyone associated with recent police scandals -- those of at least the past 20 years!!
153	Lets try a more loving approach, we need to stop the divide that is happening between the communities and the police.
154	Equal attention to all of San Francisco's neighborhoods. We need to decrease crime in the areas that seem lawless. Candlestick Park, Visitacion Valley, Bayview and the Geneva street area.
155	Strong interpersonal skills with all levels of society.
156	"Insiders" haven't worked in the past, so it's time to select from outside the SFPD community. Also, someone who isn't afraid of the Police Officers Union & won't allow that group to run the SFPD. The public is sick of that bullying Union!
157	This is a unique city with a political stage unseen in other US cities. Keep Toney Champlin!
158	Ability to gain and maintain respect from POA and to, hopefully (it seems like it might be an impossible job) get POA members to support his/her decisions and leadership and "shut up" former POA president.
159	New chief should make officers aware of other community resources such as the HOT (Homeless Outreach Team) so officers can steer people to the correct agency. Not all problems are police problems, but the police should be able to refer folks. Thanks for asking our opinion!

160	Competence! We need competent police, who know how to maintain their cool and their composure. Competency over fear is priceless!
161	Have experience living and working in San Francisco/Bay area, experience as a 'street' cop not just a paper cop
162	STRONG leader, who has respect of the force first, then the community. Given the threats to police nationally, the chief must have their back and rank and file must truly know that. But, rank and file must know what the expectations are and the consequences for violations. It appears there needs to be much more situational training scenarios so officers can put themselves in other's shoes. SF has so many different groups to please, but pleasing people will happen with strong leadership. I suggest rewarding and tracking courteous behavior and rewarding that type of interaction with the public...start acknowledging that and rewarding that publicly...goes a long way to model the behavior we want to see in all of our residents.
163	I am a resident and homeowner, and I am outraged at the lack of police accountability and even basic respect for residents of this city. The undisciplined use of force and the racist texts are absolutely unconscionable. We need someone who can simultaneously heal, reform and tell the POA that they do not run San Francisco.
164	Tough on crime, good to people. Real world experience.
165	Much healing needs to be done.
166	Understand the community. Support your fellow officers who work for you, but remember accountability and if something is wrong. It should be addressed and other officers need to come out and employ and embrace the community policing model. We need to be tough on crime but show love towards people.
167	Please consider promoting Deputy Chief Garret Tom to the position of Chief of Police.
168	SF has sort of a communitarian form of democracy. Every commission must have Black, Hispanic, LGBT, and women's representation. The Chief must be familiar with these communities. However, if s/he doesn't have creds as a "real cop" not just a politically correct empty suit the line officers will resist culture change -and they will win. The ideal candidate is a serving SFPD officer who is a Black, Hispanic, transgender, woman with lots of street and managerial experience. - good luck finding her. Also, as politically screwed up we are, s/he will either need a 5 year contract a 'la LA, or not need the job to live off of, build a better retirement etc. and be willing to walk away if it isn't working out. Good luck. You'll need it!
169	I believe that enforcement of lower level laws like traffic and disorderly conduct would have a trickle-up effect in generating community respect for following laws
170	They should be looking for someone like Chief Greg Suhr, who was doing an excellent job when he was "thrown under the bus" by Mayor Lee.
171	Implementing a policy of drug testing Police officers.
172	I think that along with integrity honesty and transparency in communicating with both SFPD officers and the public is key.
173	Get someone who truly cares about ALL the people the SFPD serves, is ready to work with the rank-and-file of the SFPD, but is tough enough to take on the old-guard, entrenched attitudes typically represented by the POA.
174	Overall record of success.
175	Not racist.
176	Maybe someone should think about excluding politics when it comes to hiring/firing the next Chief of Police. I was born and raised in SF (likewise my parents) and particularly disturbed by how our Mayor and Board of Supervisors over the past 5 years have governed. I use to be proud to be raised in this City...not anymore. Chief Suhr should never had been fired. It was politics!
177	Someone who says it's not okay to surround someone with a knife or other weapon that is not a gun and shoot them. Police officers don't have the right to just shoot at will. If they surround someone who isn't cooperating, use their batons. Don't just shoot.
178	History of long-term tenure at previous jobs

179	An individual that will be pragmatic, reasonable, and rational and not give in to extremists and far left groups with ridiculous demands.
180	Does he have a criminal record?!
181	At the very least, the new chief needs to have a college education. That should absolutely be non-negotiable. An educated person who can relate to academia and to law enforcement and to the community is what we need.
182	Someone who is of color and from San Francisco. Would be great if they were bilingual Spanish and English
183	Applying best practices from comparable jurisdictions, and sharing implementation plan (with updates) with the public.
184	There are many issues with the current climate. Someone from outside the SFPD would be a good start as they would not have Political ties that lead to criticism and they could potentially see the issues with a fresh set of eyes
185	<p>I want the next Chief to give a damn. I live in SF and have for most of the last 2 decades. I have worked in SF most of that time as well. I want to walk to work, to the store, etc. and not feel like my neighborhood (Civic Center) is the toilet bowl of the City and the SFPD doesn't give a damn unless a politician has a photo opp. I am tired of listening to screaming and crazy people all hours of the night, 7 days a week - people who clearly need help but cannot find it and are shoved into our neighborhood as if we are an asylum. I want a Chief who will stand up to the mayor and other politicians and tell them that the 'we're afraid to call crime what it is' and the unwillingness to address the homeless issue puts an undue burden on day in, day out SF cops who are just trying to maintain order. And I want a Chief who will make it clear the DA needs to actually prosecute crimes or the City will not improve.</p> <p>The Commission needs to do ITS job - stay out of the damned way, quit making every arrest a political battle, and work to bring us together as a City rather than picking things apart. If there is corruption, insist the SFPD leadership root it out -- but don't be the lapdog for the police union leadership and the few bitter holdouts who resent any kind of reform and are always trying to make any Chief look bad - as you so clearly have, even recently!!!</p> <p>I also think Commission members should be REQUIRED to do a ride along with SFPD at least once every six months. It's quite one thing to pontificate as you do sitting behind your podium, nice and comfortable - quite another when you see your policies in action. And if you 'can't schedule the time' - then get off the damned Commission!!!! Take your responsibility seriously and quit trying to use it to glorify yourself or set yourselves up for a political advantage.</p>
186	Hiring a survey company to do this survey that doesn't put a survey out on Survey Monkey and pretend the results mean anything. What about residents who don't have access to a computer? Who didn't get an invite? How vulnerable is SM to people "stuffing the ballot box?"
187	The changes that are necessary in the SFPD require not only training but a change of mindset so members will do their job ideally for all the right reasons but if not have something in place that they can lose their job if they don't do it and do it professionally
188	I want a strong, community-focused Chief who will seek to: (1) address the root causes of crime and work with the community/other agencies/private interests to prevent them; (2) bring a more data-driven approach to smarter/strategic enforcement prioritizations; (3) improve training for officers in de-escalating potentially violent situations for both officers and citizens.
189	The criminal justice courts, and how the Chief can work effectively with them. They need to be held accountable too. Also, the police cannot expect to be the first line of defense with the city's homeless population. Our city council needs to take more responsibility for some of the deeply rooted problems in our city and not scapegoat the police.
190	Honesty, integrity
191	In selecting the next chief, I believe it is important to try and stay within the department. I am the chief critic of the SFPOA and I think a strong statement should be made that they have

	hindered more than helped over the years. Nevertheless, I do believe the problems that have embarrassed us all can be solved by good leadership that is within the ranks of SFPD.
192	Traffic Safety, especially for protecting those on foot and bike, should be a high priority -- follow Vision Zero and 'Focus on the 5' policies as adopted.
193	I am a strong supporter of police and I am grateful for the job they do in SF. However, the overuse of police force and the disproportionate targeting of minority communities is, in my opinion, the greatest dilemma of our time and a sign of moral failure. I would hope to see a Chief of Police who acknowledges and addresses this issue as a highest priority.
194	Pick someone like the Police Chief of Dallas please. Or Eugene O'Donnell.
195	Choose from within the Department. Be 'color blind' and don't choose based on ethnicity alone. I can think of one superbly qualified Precinct Captain who should rise to Chief: <hint: Ingleside>
196	They must be, above all else, a person of the highest integrity.
197	Recruiting William J. Bratton from the NYPD.
198	Reduce crime. Harsher punishment for petty crime
199	Know and understand the unique community that is San Francisco, can make tough decisions, put the citizens first.
200	Choosing from the rank and file might exhibit a better understanding of the political scene and diversity of San Francisco.
201	The current wave of police officers shooting & killing black men across the country, and the lack of confidence and trust which that instills in the public.
202	A track record of crime fighting.
203	Community relations are a big deal I think. How they can relate/interact/inform sf residents is important.
204	Is this person capable of implementing real cultural changes? not superficial ones?
205	It's about time for an outsider who is a proven reformer and has developed effective community partnerships with every aspect of the City. A true leader who will also have the respect of the Department officers.
206	Please consider a native I feel this is important as Natives know best for SF Too many none natives can be overwhelming for SF.
207	Experience in breaking up police union interference in police department policies.
208	The Police Commission should remember that they need to pickpocket a chief from the ranks of the SFOD. Acting Chief Chaplin is a wonderful choice. I employ 100 people in SF, grew up in SF and have seen AC Chaplin speaking to the business community.
209	The current acting chief is doing well.
210	They should be understanding of the Black Lives Matter movement.
211	Again, the chief should be from the City!
212	Enforcing street patrols
213	Someone who agrees with all of the recommended reforms and has plans for implementation
214	Besides hire Chiefs are back? Seriously I should've put here to ask retired law-enforcement with their ideas are. Maybe retirees from similar cities not necessarily San Francisco.
215	Somebody who understands that the organization structure, culture, and leadership characteristics need to change for there to be the effective evolution of policing.
216	Stop focusing on changing a police department that is was one of the best in the country. Hire a chief off of merit, not based on their race.
217	Accountable and transparent

218	Take a long hard look at people already employed by the City & County of San Francisco. I believe this interim guy, Tony, seems to be doing a good job.
219	Whether he/she lives in San Francisco
220	Someone who has worked in SFPD long enough to assess the needed transitions with more effective training and support from the District Attorney's office
221	Law and order
222	The best way to minimize the negative relationship between the police and the community and the best way to improve police safety and morale is to treat them like the sacred and rare resource that they are and use them sparingly.
223	Strong leadership. Savvy politician. Good character.
224	It would be best to consider someone within the SFPD before going outside to recruit the next chief. Last time it was a disaster!
225	Difficult to rank these. All are important.
226	Make sure the Chief is a reasonable human being, well-developed and well-educated, with broad perspective, one that is realistic, not beholden to any particular groups, not intimidated by loud voices and super-critical judges of himself or others. The person should be from the area and not probably one who brings in a set of biases or expectations or political ambitions that will interfere with his job description. The person needs to appreciate what the police face, what their mission is, how the current atmosphere of chaos, negativity, non-listening audiences can be recognized and heard, but that the winds don't dictate the choices the Chief will make.
227	The culture of corruption and racism within the police dept does a disservice to every resident of SF. When the police cannot be trusted to uphold the law, a city becomes more dangerous for everyone.
228	Stability in job history - someone who isn't going to bail on us after a few years. Would love if it were someone from SF that lived in area already & grew up here.
229	This is 2016 just about everyone alive now uses technology. The new police chief should have a good mind, great ability to read people, know what it means to live in a place where the new language is a struggle, understand the need for and provide for ongoing training of staff, schedule regular meetings with all clergy, neighborhood groups, seniors, youths and businesses.
230	Be a team player. Must have proven record of working with the community: business, non-business civilian, and government officials, and who has proven track record of creating and implementing initiatives with empirical data proving positive change as output.
231	The next Chief of Police should have an MPA degree and a record of successful experience. S/he should understand that the police have an ethical obligation to serve the public interest, and should not refer to taxpayers as "civilians" and shoot them.
232	San Francisco needs a Police Chief who understands that SFPD's relationship with the public is frayed at best due to a total lack of accountability throughout the department. I rarely see officers walking the beat and interacting with the people they are tasked with policing, and when SFPD enters on to private property they are worse – presumptuous, poorly trained, and disrespectful. A great starting point might be reporting; currently, it is not possible to obtain a copy of a police report through the reporting station, and any requests must go through the slow-moving bureaucracy of a dedicated record-keeping division located in a sparsely-populated and difficult-to-access area of the city. It is hard not to view this as intentional obfuscation designed to dissuade the public from holding the department accountable for anything they do. Another great starting point might be community outreach through revival of beat policing, both of which are sorely lacking.
233	To work with the OCC in developing a pattern of abuse by officers and then curtailing that bad behavior with retraining and or firing the officers who are continuously violated civil rights in the minority communities.
234	Yes. Stop this good old boy system where cops back other cops for doing . That is unacceptable. Using gay slurs, the n-word, are unacceptable in nearly all other work

	<p>environments. The SFPD should be no different, if anything it should be held to a higher standard. Police brutality and excessive force needs to change. Get body cameras and tell the SFPD Police Union to go shove it and stop protecting BAD cops. The average citizen hopes and I believe 80% of officers are good people, but when we see and read about SFPD officers with illegal guns, dropping the n-word, gay slurs, excessive force, killing people whom are unarmed, participating in illegal activities, falsifying police reports, being involved in a hit-and-run, participating in illegal sex acts with a minor, it makes a citizen feel as if SFPD is help to a LOWER standard than the common citizen and that is unacceptable. BTW, that list is everything I think I have read in the past year, mind boggling that all that can happen with a unit that is supposed to protect and serve and be the model citizen we want in our fine city. Start hiring people that do that, start punishing those who do not fall in line, I am fine with you getting sued by the union, my tax dollars are better spent on that then supporting terrible humans that are taking advantage their uniform provides them. Let's start exploring not carrying guns by the police, let's start exploring carrying unloaded guns, let's try something new because the current model does not seem to be working.</p>
235	<p>No more dead unarmed citizens. No more dead cops. Disarmament and crisis de-escalation should be top priorities. Show the people that you value their lives and you want the death to stop. Show that you realize the police are the instigators, not the people, and accept accountability for that and take the first steps to improve police-community relations.</p>
236	<p>To allow the current acting Chief to have the time to prove himself (needs at least 2 years) before making a decision to replace him.</p>
237	<p>We need change! We need someone who will work with the community, and be willing to try new things</p>
238	<p>I just think community involvement --outreach from the police to all various groups--is so important, as is flexibility to consider new models (reform) and ability to shift rapidly and being a good public communicator -- b/c changes will need to come fast and the public will need to know what is happening along the way.</p>
239	<p>He should be community friendly.</p>
240	<p>Learning and imparting the art of *de-escalation* should be a priority, along with unconscious- and conscious-bias awareness and training.</p>
241	<p>Proactive</p>
242	<p>We need a Police Chief who puts a high priority on helping the homeless of San Francisco.</p> <p>We need a chief who will make it a priority to partner with and fight for financing for groups like the Homeless Outreach Team.</p> <p>I've personally had conversations with non-emergency dispatch about who I should call to report someone in significant distress, screaming at a lamp post. They didn't know. 311 wasn't the answer. The person in question wasn't flagrantly violating any laws, nor was he bleeding or in need of any (physical) medical attention...but he did make my wife afraid to go outside in our own neighborhood...and he most certainly needed some help.</p> <p>I don't have the answer...but I'm hoping we have a new Chief who has some ideas s/he can put into motion immediately.</p>
243	<p>Please know that I am grateful for his or her work and dedication to keeping me safe. They must have the respect of the majority of their staff for them to be effective.</p>
244	<p>Look outside the current force.</p>
245	<p>Ability to reform POST training, testing for use of anabolic steroids and crisis intervention renewal training, use of force alternatives.</p>
246	<p>Get an outsider like Gascón. He was great as chief and fearless at reform. The rank and file won't like it, but we need an outsider.</p>
247	<p>No political pandering. Find the strongest, toughest, most competent individual you can.</p>

248	(S)He should be able to wade through all the b.s. that will inevitably be thrown at him or her and also have the chops to deal with the lies and plays for favoritism that the Board of Supervisors will send his or her way.
249	Embrace technology, diversity, and reform. Protect your officers, but also don't be afraid to go after the bad ones -- they hurt the whole force long-term.
250	Someone dedicated to racial justice.
251	That they're not racist.
252	<p>San Francisco is unique. We need a Police Chief that understands that. A "law and order" Chief that would work in Phoenix probably wouldn't be a good fit for San Francisco. We want a Chief who can train the Police to interact with the homeless, drug-addicted, and mentally disturbed persons who roam our commercial corridors (committing crimes, attacking passers-by and Police, and openly urinating/defecating) in a way that is safe for the officers but that enforces minimum standards of behavior in public and works with the available social services to get these people off the streets and into the care they need.</p> <p>We need a Chief who can work with and obtain the trust and support of diverse communities, including LGBT, African-American, and undocumented individuals, who often see the Police as an "other" and enemy, rather than ally.</p> <p>We need a Chief who all San Franciscans can trust, who can recruit a diverse police force that reflects San Francisco (including by recruiting more officers who live in San Francisco), and who can be proactive and vocal in requesting and implementing reforms.</p> <p>We need a Chief who has a thoughtful and progressive approach to policing, but who is willing to spend the resources on high-quality investigations so victims of crime obtain justice.</p>
253	Under other circumstances, I would have chosen other priorities, but at this moment, when lack of police accountability, militarized use of force policies, and poor police community relations are serious problems in our city, I feel strongly that these must take priority. Applicants for chief who agree with this and are committed to work on these problems should have highest consideration for the job. I am a white middle-class older woman living in a mostly white neighborhood and thinking twice these days about calling the police to help deal with a problem for fear that someone will end up harmed rather than helped, or even dead as happened in my neighborhood. We sorely needed a change at the top of the SFPD for the sake of our City and its reputation as a City of Love and caring, let's make this change real.
254	SF is becoming increasingly stratified in terms of wealth. There has been an increase in minor crimes (which btw don't feel minor to the victims) and crimes of opportunity, even in areas previously thought "safe" and therefore overlooked in SFPD efforts. It truly feels like SF is on the cusp of real civil unrest. The new Police Commissioner cannot solve this alone, but needs to be aware and able to be part of the solution.
255	Integrity and accountability, and an awareness of issues involving diverse communities in the City and County of San Francisco are key elements for making a choice for the greater good.
256	Morale. This must be someone who can command the respect of the officers yet deal with interference from politicians.
257	She/he must like people and believe in the goodness of S F's citizens.
258	We need a dramatic reduction in unwarranted stops, harassment of the homeless, and must aim to bring police killings of civilians to zero.
259	For that person to continue the work that is being done and has been done to change the use of force policy. To also continue to have the African American Advisory Committee as well as continue to meet with other members of the community to hear what can be done to bridge the gap between residents of the City and police officers. To make sure that the media covers the good things that were being done in the communities with the officers.

260	I understand the Chief is the top executive of the police but he/she should be a person the rank and file can relate too and follow. Bringing _____ was a horrible choice who just couldn't relate to the officers who actually handled the calls for service every day. The new chief should be somebody who has worked as a patrol officer and has a history of fighting crime from all aspects. San Francisco is a weird city with many political sides that help and hinder crime fighting efforts. But crime fighting is the mission of the police not social work that can be a part of the mission but overall its preventing crime.
261	Strongly consider hiring a woman.
262	Miracle worker!
263	Given the recent scandals regarding police officer involved shootings and racist text messages, the SFPD has been an embarrassment to the City and County of SF. We desperately need a police chief who will hold SFPD officers accountable when they violate the law, use excessive force, or reveal themselves to be prejudiced against people of color or the LGBTQ community. As public servants, police officers should be held to a higher standard and expected to serve and protect everyone in SF, not just middle class white communities.
264	Police accountability is the most important aspect of our community moving forward. While policing is a difficult and dangerous job it comes with the freedom and opportunity that reaches outside the bounds of law and that may not always be the case. If the officers that hold office understand the power they have and the bias' we all have as humans, we can take steps to empathize with those outside our economic standards and racial differences and build trust within the community. We incentivize officers with pay to write tickets and make arrests when police should be incentivized to make strong relationships in the community. Protecting that community is then incentivized by those relationships with real people. I believe in the SFPD and I believe in San Francisco. The best thing you can do is listen to your city on the individual level.
265	Gender
266	We need a reformer with a spine of steel who can stare down the horrible POA and revolutionize decades of racist, tough-guy policing culture in SF.
267	Protect and serve ALL, including undocumented citizens.
268	<p>1: Reform department and city stance on again allowing CCW permits to be issued to law abiding citizens. The law abiding citizens of San Francisco should be allowed the choice and opportunity to protect their lives and the lives of their families from undue physical harm and other assaults when in public places.</p> <p>2. Heavily prosecuting property crime, home invasions, drug offenses, and other epidemic-level crimes that are crippling our city today.</p> <p>3: Heavily prosecuting those who sleep, defecate, and do drugs on the streets, who have created an atmosphere in our city that is not safe for us, our families, and our children.</p>
269	Please look towards leadership and ability to be both a "Cop's Cop" and an educated, politically aware, team player within City government. Someone who can use best practices and technology (data) to reduce crime while also understanding the other pieces (not just arrests).
270	Understanding the culture of San Francisco and the diversity of our citizens.
271	I cannot express enough on how the next Chief of Police needs to implement more of communication training/more community police training in the academy for all police trainees. It is so vital to talk/communicate with people versus ordering them when interacting with someone. I just think that there needs to be an improvement in this area.
272	I want an outsider who can see the SFPD objectively who is focused on being hard but fair on officers. Someone who is "mission focused".
273	I would like to see reform in police behavior because I have great doubts about how police treat citizens. I would also like to see the level of professionalism increase. The police chief must remember that the police are in service to the communities and take steps to reform in this direction.

274	Good luck!
275	Don't hire from within. Hire someone experienced in weeding out the bad, racist cops prone to violence against women, LGBT individuals, and people of color.
276	Someone who can help make our city safe again.
277	Refrain from personal and political bias.
278	Somebody that is not for him or herself.
279	Someone who is here for the long haul, wanting to do a good job and make a difference, not someone with further political aspirations...
280	Best of luck!
281	Hire somebody from within the ranks. Nobody that has ever come from the outside has had any success;
282	Cleaning up the dirty, drug infested, crime infested, and disheveled streets of San Francisco. The City is a shell of what it used to be and dangerous for people to even be walking down the street. Criminals should not be allowed to reek havoc on average law abiding citizens and then get a slap on the wrist.
283	Yes. Please consider the demands of coalitions organizing after the many high-profile shootings in SF, such as Alex Nieto and Amilcar.
284	Plans for educating the Public on Compliance for their safety and the safety of Officers
285	Have they been evolved with communities like the tenderloin. Do they have experience with de-escalation
286	I am impressed with Toney Chaplin. Please do not exclude him because of lack of experience.
287	Need a leader and not a person who panders to political pressures. Tough on crime!!!
288	Tough on crime. Safety is my top concern.
289	He does not need to be of a certain race to succeed. She should be willing and able to work with all people. He or she will have my full support.
290	I would encourage the next Chief of Police to focus his efforts around enforcement and prosecution of petty theft and break-ins. Car theft, home break-ins, armed robbery, and other crimes aren't a high priority, and they should be. Additionally, to the extent that we can encourage our Chief of Police to expand training on non-lethal use of force for all of the police personnel, it would go a long way.
291	Nope. Thank you for asking the public! I hope our answers are helpful and impactful.
292	The Chief of Police should be required to bike in the city for a week to develop compassion and understanding of the growing cyclist population in SF that feels largely ignored by the police enforcement priorities. It sounds ridiculous, but the number of cyclist deaths in our city is ridiculous and hasn't been addressed. The new police chief has an opportunity to turn over a new leaf with the community in SF by trying to bike in the city and seeing how safe he or she feels. Vision Zero data is in, and enforcement rates are not coinciding with what is causing the most pedestrian and bicyclist deaths in the city. This is a chance to change that. I realize the new Police Chief will have a lot of priorities to balance, including addressing Black Lives Matter, accountability, diversity, etc., but considering more cyclists have been killed by police/traffic enforcement negligence than BLM issues have occurred, I believe this should be a bigger priority for the Police Chief in all honesty.
293	Someone who will work to get non-police work off of the police plate (Social work, homeless outreach, etc.) and someone opposed to increasing police militarization.
294	Fire half of the Police Commission to cut useless talking.
295	Black Lives Matter.
296	One that worked with chief Shur.
297	Just someone as good as Greg Suhr was and don't make them a scapegoat
298	Change in law enforcement is going to be a long arduous process. It is extremely important that the next chief of the San Francisco Police Department be a forward thinker who has a certain degree of autonomy. Connecting with the officers will be very important because you need buy

	in by the officers to achieve the change that is essential to renew trust with the various communities that inhabit the city. Also, and this is key, the Police Officers Association needs to be kept at arm's length due to their continuing to meddle with the good order and operation of the department.
299	Hold police accountable for their bad deeds or there will never be justice, there will never be trust. Weed out the bad cops and change the frat boy culture. Involve the community. Improve training so that cops are not judge, jury, and executioner but they are trained to disarm safely without killing someone and they know how to deal with mentally ill people (i.e. don't just shoot them). We need a police chief who truly understands this. Richmond city is a great example.
300	Select someone who commands the respect of the officers in the department.
301	No, because no matter whom you choose, police will continue to shoot first and ask questions later.
302	Honesty, and an ability to lead and inspire.
303	A person who will support the good cops to reform their union and allow officers to feel safe when reporting fellow officer infractions. Put a stop to the 'good ole boy' force. Supports minimal education requirements of a bachelor's degree for all officers. A chief who will not tolerate any bigotry or bias by his officers in any form. Supports regular harassment and sensitivity training.
304	The new Chief should plan on enforcing all the laws of San Francisco, not just those that the Police feel are worthy post Prop 47. If the Chief doesn't agree with the laws passed, then s/he should work with Board of Sups to repeal redundant, unenforceable laws or those laws that the SFPD has no intention to enforce, so we can all be on the same page as to what to expect.
305	Pick someone from outside San Francisco
306	Character is key.
307	I believe that a home grown Chief is very important, as he/she will be aware of and have a better understanding of the subtle needs of our diverse community.
308	REDUCING CRIME IS NUMBER ONE! This city is going crazy recently. I do not feel safe walking alone after dark in my neighborhood. The police never come when I call them due to crimes occurring right outside my window. I am fed up.
309	I think the last Chief was pretty darn good and the victim of politics and a spineless mayor. There justice system needs revamping as there are outrageous quality of life crimes that are not being dealt with by SFPD, the DA and the Courts. I do not think the Police Commission should pander to an overly-vocal self-interested minority.
310	Experience in training officers in crisis management so we can reduce the number of officer related shootings, particularly involving persons with mental health issues.
311	Suhr left ostensibly due to the killing of an unarmed woman by a police officer despite Suhr's assurances that he was telling his officers not to shoot at unarmed drivers. The next Chief of Police needs to be someone who will keep the rank and file from summarily executing people for: traffic accidents, sneezing, stealing cigarettes, or not being able to hear clearly. Any officer who can't figure out that you need to at least attempt to disarm or restrain someone before shooting them, or that can't disarm or restrain someone effectively enough to prevent that someone from drawing police fire, should be immediately removed from service, and the next Chief of Police needs to commit to this. Furthermore, any person who has been shot needs to have full medical assistance provided immediately, not as soon as the officer stops panicking, and the new Chief needs to commit to this as well. If there are guidelines or rules or even laws that say differently, they need to be changed.
312	Someone who has shown an ability to get the POA to understand why change is needed, and make them a partner rather than an obstacle.
313	Reduce crime. Reduce property crime, which leads to violent crime.
314	Start actually holding murderous cops accountable and people will care about police again.
315	Building community, building trust, end to police brutality.

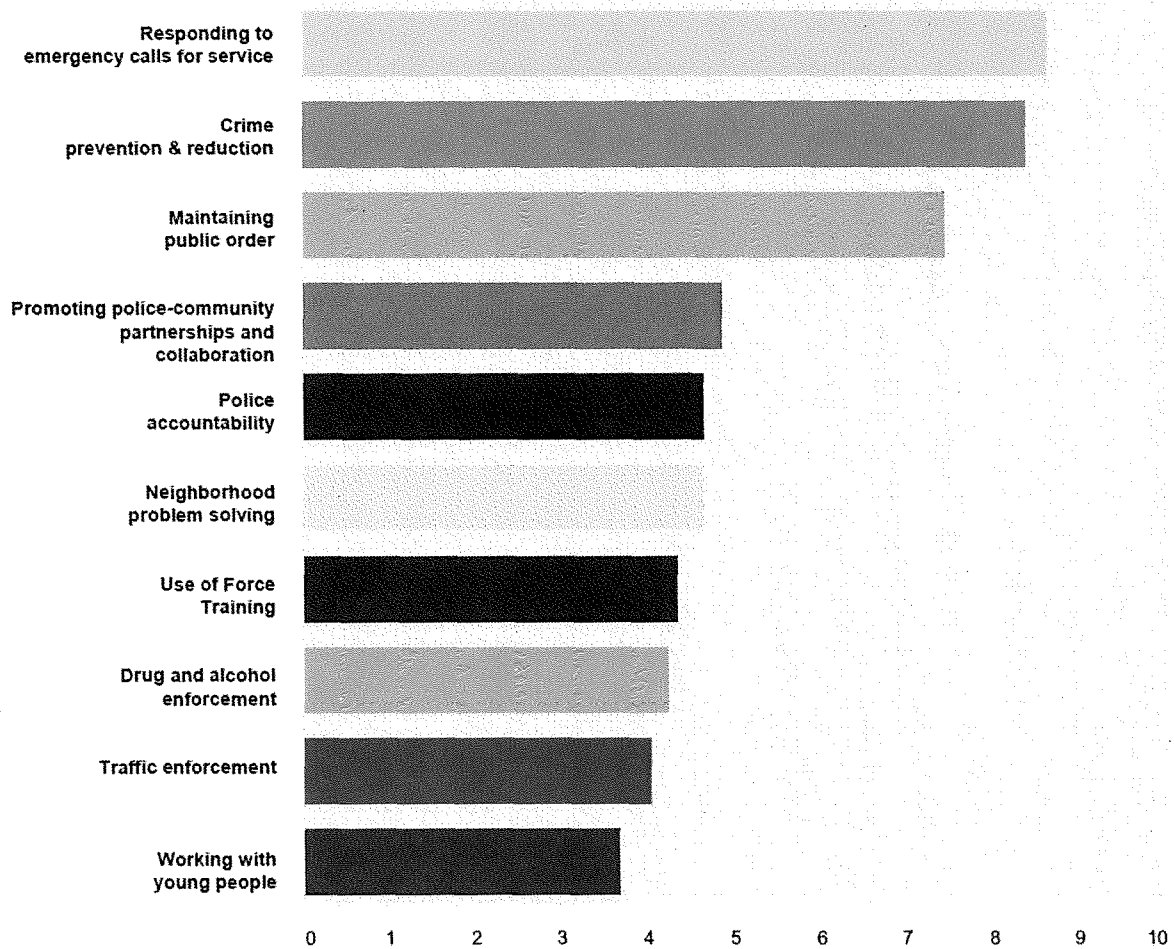
316	Get tough on crime. Quality of life has severely degraded in sf over the last 5 years - laws are not enforced.
317	The public opinion should be discounted. Hopefully police will have heaviest input in this decision.
318	Cutting down on the stupid crimes here and stop shooting people except as a last resort.
319	The Police Chief should be focused on reducing police brutality, punishing racist policing practices, and also hold bad police officers accountable. Many people don't trust the police to keep the community safe right now. It shouldn't be this way.
320	Someone who has been effective at reducing crime.
321	Please save this beautiful city. This does not mean rounding up the homeless and drunks, unless they are causing problems. Help communities within SF flourish, or else SF will find a way to go on without the police. Vigilantism should not be the solution in one of the wealthiest places in the world, but it is an idea which is strongly backed by community leaders and it will only continue to grow. Protesters and movements such as BLM should be taken seriously because they have considerable momentum and sympathy from the public (and equal opposition, still). Pay attention, listen, and make a change.
322	HIRE FROM WITHIN
323	When Mike Redmond was Captain of Southern Station, he was a class act that highly and positively impacted my specific community. I hope he's being considered!!
324	Kind of trivial thing but actually reducing crime, esp. property crime which is clearly on the rise would be a good idea.
325	Trust and accountability are paramount.
326	I at times think anyone who seriously applies for this job is a martyr or insane. Why would anyone put themselves or their family in a lose/lose situation?
327	While there are certainly problems with some "bad actors" within the police department that have not been dealt with and should be, the current demonization of police in SF is not justified. Police in SF have to deal with many problems not of their making and a very unsupportive Board of Supervisors. They should strive for community engagement and trust with all communities, and also transparency and cost-efficiency. Their major role is crime prevention and reduction and that is how the effectiveness should be measured - but once again, not all is in their hands. Diversity is desirable, but not a goal in and of itself.
328	Get rid of the bad apples!
329	A chief need to have the support of the rank & file officers. The chief needs to support and back the officers. Unfortunately, SFPD officers can do nothing right - and they are guilty even when proven innocent. A new chief will not solve this problem - it is larger than just the job. The underlying problem is that the Board of Supervisors and Mayor's office refuse to back the police department - they create doubt in the public's mind and it makes effective change impossible.
330	I hope that our next Police Commissioner will be able to work with the Mayor's office and outreach organizations to help reduce the homeless population in San Francisco. I think this could lead to a general improvement in the appearance of our city, both physically (our city is currently covered in loose trash in most areas and it has somehow become acceptable to leave debris in piles on sidewalks), and socially (seeing less mentally ill and panhandlers) for our residents and visitors.
331	Love Interim Chief Chaplin! Hopefully next chief continues improving police training and reforms (less lethal force)
332	Please look into Michael A. Wood, Jr. for Chief of Police.

333	Please choose someone who will enforce the laws and reduce personal and property crime. The costs of crime to the taxpayers and individuals & businesses make SF an unaffordable city to live in.
334	Any next CoP will have to confront the reality that with the population growth of SF, and the level of inequality between the relative wealth of SF compared to lower-socioeconomic cities surrounding SF, there needs to be an overall increase in the number of officers/cars on patrol in almost all neighborhoods. Also, overlaying the MUNI map with overall related crime reports shows that we must do more to ensure that MUNI is not only safer for all passengers, but that it is not being used as an easy getaway opportunity for simple assault/smash and grab criminals.
335	In general, I would love to see the police out of their cars and on the beat- out in the neighborhoods they serve, getting to know the people they're charged with protecting.
336	Our next Chief of Police should be transparent and not distrustful of the community members.
337	Please consider someone with some concrete approaches to fighting human trafficking and specially dealing with police officers who take advantage of victims.
338	Racial equality
339	I think transparency is key. I understand why the public might not be able to know every single thing that is going on, but my experience managing people and interfacing with the public has shown me that people automatically think the worst when they feel they are not getting access to information they need. I often have felt that people in positions such as that of Chief of Police serve more almost as a "PR wing" for law enforcement rather than as a voice for the people within the department they oversee. I would really like for the new chief to be a presence in the city, to be at public events, interacting with people, and embracing an approach of "let me learn from the people I am entrusted to protect and serve."
340	Pick someone who will emphasize importance of using non-lethal means of subduing a suspect and who will train the cadets that way. Pick someone who will also emphasize the importance of continuing review of policies for established police officers throughout their careers.
341	Yeah, don't get bullied into picking a softie or someone unqualified. If we can't have Suhr, ask Suhr who he wants.
342	There should not be a backlog of rape kits. Make it a priority to test them all immediately.
343	How marginalized groups/individuals within the department can be included in the management ranks given that all command ranks are at the will of the Chief. How will the new Chief address the unbalanced favoritism, cronyism, and nepotism that are the hallmarks of this department.
344	Someone who actually lives in the city, invested in making things better, not commuting in for a "job".

Department Input Survey

Q1. From the 10 choices listed below, please rank the priorities you believe should be the focus of the San Francisco Police Department. Please rank the choices from 1 to 10, with "1" being the highest priority, and "2" being the second highest priority, and so on. Please rank all choices.

Answered: 357 Skipped: 0



Q1. From the 10 choices listed below, please rank the priorities you believe should be the focus of the San Francisco Police Department. Please rank the choices from 1 to 10, with "1" being the highest priority, and "2" being the second highest priority, and so on. Please rank all choices.

Answered: 357 Skipped: 0

	1	2	3	4	5	6	7	8	9	10	Total	Score
Responding to emergency calls for service	52.38% 187	20.45% 73	10.08% 36	3.64% 13	4.48% 16	1.68% 6	1.12% 4	0.84% 3	2.24% 8	3.08% 11	357	8.64
Crime prevention & reduction	23.81% 85	38.10% 136	19.61% 70	6.72% 24	4.20% 15	3.64% 13	1.12% 4	1.40% 5	0.56% 2	0.84% 3	357	8.39
Maintaining public order	8.68% 31	22.13% 79	35.57% 127	12.04% 43	8.68% 31	1.96% 7	1.40% 5	5.32% 19	2.80% 10	1.40% 5	357	7.45
Promoting police community partnerships and collaboration	2.80% 10	5.04% 18	6.16% 22	11.20% 40	15.13% 54	14.85% 53	12.04% 43	13.73% 49	12.89% 46	6.16% 22	357	4.87
Police accountability	6.44% 23	4.20% 15	5.04% 18	14.01% 50	10.36% 37	10.36% 37	9.80% 35	8.96% 32	14.57% 52	16.25% 58	357	4.66
Neighborhood problem solving	0.56% 2	2.80% 10	5.88% 21	10.92% 39	14.85% 53	16.53% 59	18.77% 67	13.45% 48	7.56% 27	8.68% 31	357	4.65
Use of Force Training	3.36% 12	2.80% 10	5.32% 19	8.96% 32	10.08% 36	13.45% 48	13.45% 48	15.13% 54	16.53% 59	10.92% 39	357	4.35
Drug and alcohol enforcement	0.56% 2	1.68% 6	3.92% 14	14.29% 51	12.04% 43	14.85% 53	13.17% 47	10.36% 37	12.04% 43	17.09% 61	357	4.24
Traffic enforcement	0.56% 2	1.40% 5	5.32% 19	10.08% 36	14.29% 51	12.04% 43	10.92% 39	12.61% 45	14.85% 53	17.93% 64	357	4.06
Working with young people	0.84% 3	1.40% 5	3.08% 11	8.12% 29	5.88% 21	10.64% 38	18.21% 65	18.21% 65	15.97% 57	17.65% 63	357	3.68

Q1: From the 10 choices listed below, please rank the priorities that you believe should be the focus of the San Francisco Police Department.

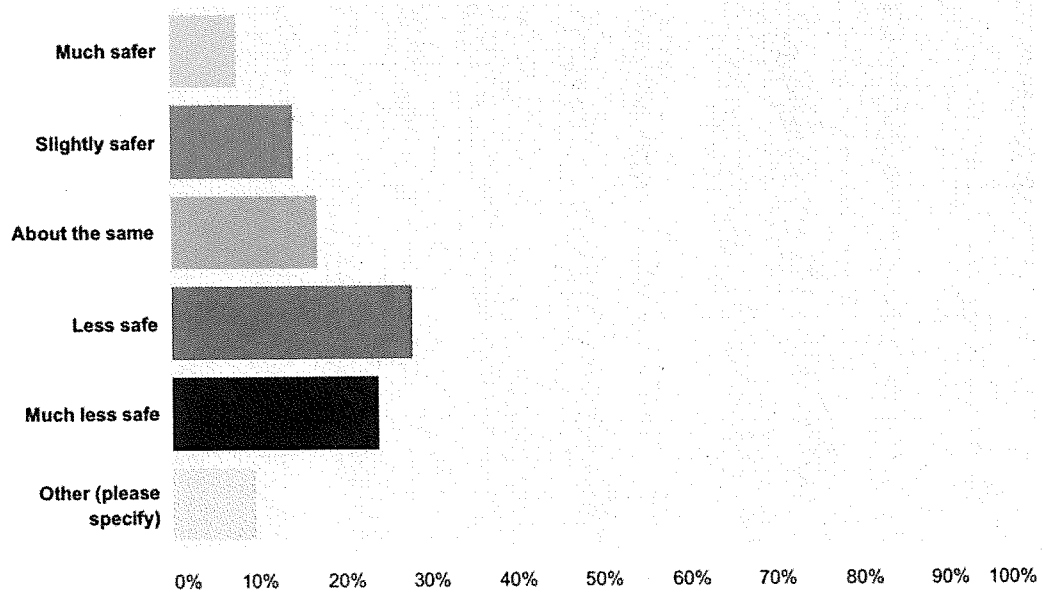
Comments	
1	These are all important issues to me especially working with young people. Unfortunately so many people have been driven out of San Francisco by the high cost of living. This has caused a drastic decrease in the amount of young people that live here. As a result I have far less interaction with young people than I did just a few years ago. I feel that SFPD as a whole has always made it a point to promote positive interaction with all of it communities.
2	Cultural competency training and how to work and communicate with limited English proficient populations.
3	Adopting modern understanding of technology and law enforcement
4	1. Officer Safety 11. Traffic enforcement
5	This is mostly ridiculous as all of these are important. The level of importance depends on the time and situation.
6	There are some of those items that are as equally important to the mission as the other. You're using the wrong matrix to rank these items.
7	Provide better equipment to patrol officers. Helmets, Tasers, etc.
8	There are some of those items that are as equally important to the mission as the other. You're using the wrong matrix to rank these items.
9	Updating the General Orders to reflect a more modern police department. Using less ambiguous language and using more specific language
10	LAW ENFORCEMENT should be our priority. We are cops. We are not social workers. We are not politicians. We are not mental health workers.
11	I would like the leadership of the department to recognize that our policies often do not reflect the best practices of the law enforcement industry. The refusal to adopt the current models for crime prevention is allowing crime rates to remain high. SFPD officers are also prohibited from equipment that is widely recognized as standard (taser, tactical gun lights). When this is combined with the fact that officers are mandated to carry ineffective equipment, both officers and citizens are put in unnecessary danger. At this point, it feels like the city wants us to remain in this cycle of questionable incidents and public outrage.
12	Updating old useless equipment and bringing the department into the 21st Century
13	1: Officer safety.
14	Public trust should have been mentioned. The police department's accountability should not include the media's spin on what is important. There need to be strong leadership with at least a criteria of a Master's Degree in Public Administration or related criminal justice field. We need a critical thinker with a wide range of experiences and community building skills. Race should not matter! Hire the most qualified leader.
15	This is a poorly designed question. The different prerogatives to be rated here have so much overlap and so many different possible combinations, that it would be impossible to answer his question as it is posed.

16	<p>Traffic is a real problem in SF especially the enforcement of proper traffic rules and regulations. The main problem is with pedestrians, Uber/Lyft and taxi cab drivers that do not properly pickup and drop of passengers.</p> <p>I have literally seen cars stop in the middle of the street, cross over three traffic lanes to make a turn, drive down the wrong way on a street, make a U-Turn in the middle of the street. SFPD needs to enforce to the taxi cab companies and the Uber/Lyft companies that they will be fined tremendously as these problems can cause vehicular harm to other vehicles and people.</p>
17	<p>I believe these categories are difficult to categorize this way because traffic enforcement and accident reduction could be important in one neighborhood and not another. Neighborhood POP (1) goes hand in glove with (2). Which require us to listen and facilitate. (3) Calls for service are our bread and butter, when the public dials 911 they expect a response. (4) Use of Force training is of vital importance because to the shift in attitudes and we need to adapt to the needs of the communities we serve while maintaining a safe environment for police to work in. (5) Accountability/ Transparency means informing the public of the good work we currently do. (6) Crime prevention and reduction is our specialty and should be directed by (1 and 2). 7, 8, 9 and 10 will fall into place if we focus on the first 6.</p>
18	<p>I think we should get someone from within the ranks because he/she knows exactly the problems, concerns and needs of the department.</p>
19	<p>Officer Safety and training.</p>
20	<p>Supporting the officers and highlighting and promoting good work done by them</p>
21	<p>It is the community's responsibility to seek and take responsibility for their own actions, to work with law enforcement to prevent/cease crime, proactively encourage and support their youth to be productive- teamwork and respect for each other without bias or prejudging. Thank you.</p>
22	<p>Police Professionalism- fewer highly trained and hard working officers will be more effective than lots of cops who file paper and respond to calls.</p>
23	<p>The homeless and mental health problem in San Francisco should not the responsibility or fault of the police, but the police are required to "fix" everything." The Department of Public Health needs to be held accountable</p>
24	<p>I think it's important to remember that officers are not social workers.</p>
25	<p>How are these mutually exclusive? There's overlap throughout. These are not 10 distinct categories. This has the feel of an exercise to placate us not to inform you.</p>
26	<p>The most important quality for our chief to have is to remember what patrol is like and to produce policy with practical applications for patrol. Instead of politically charged policy.</p>
27	<p>Crime prevention is our priority which is accomplished by working with young people and the community to establish partnerships, All of the above are interrelated and unable to rate.</p>
28	<p>A focus on partnership with the community should naturally address crime prevention, public order, accountability and drug and alcohol enforcement.</p>
29	<p>Citywide Community Policing and Professional Standards Unit should be the most diverse units within the department, as the Black, Brown and LGBT communities have been identified frequently as the subject(s) of adverse impact and treatment by law enforcement.</p>

30	The most important quality for our chief to have is to remember what patrol is like and to produce policy with practical applications for patrol. Instead of politically charged policy.
31	Strong working relationship and collaboration with the District Attorney's Office. Improved investigative Units with the SFPD.
32	The police are the law enforcement part of the government. They are not daddy's, community groups, work counsels, or mental health professionals.
33	Regular attendance at Town Hall Meetings with community groups to welcome, listen and discuss concerns and ongoing issues.
34	<p>Civilianization - too many Officers performing civilian work. Lack of uniformed/civilian partnership. No separate civilian chief administrative officer. Too many civilians reporting directly to Officers and vice versa.</p> <p>Lack of transparency in fiscal, budgetary, and procurement workflows; broken workflows.</p> <p>Lack of project management - too many SOW key deliverables never received.</p> <p>Lack of execution discipline - no 4dx-like processes. No lead or lag metrics or scoreboards to improve any process or statistics related to PD performance or goals. For example May issue of San Francisco magazine stated that the last five months of CompStat data was missing or not available. Most individuals cannot state organizational or group goals or lead metrics needing attention. Reliable Stats protect PD from such media distortions. The vast majority of 911 calls involving police have very positive outcomes. Yet public anger with police is way out of proportion to reality.</p> <p>Weak or ineffective governance. We should have a powerful Police Commissioner who controls PD budget and has more authority than the Chief of Police. Police Chief should report to Commissioner, not the Mayor. Greg Suhr should still be the COP.</p> <p>Police Academy and Crime Lab and DOC are neglected areas.</p> <p>Technology balance - Robocop versus The Matrix: do we overload the officers with tons of gadgets and gizmos or have operators and scribes who unburden them so they can focus on situational awareness/mindfulness issues.</p>
35	Eliminating special treatment and favoritism for some groups
36	Keeping officers safe with proper equipment (cars, tasers, reasonable policies)
37	<p>Police should continue to pressure the DA to prosecute cases, especially misdemeanors. Refusal to prosecute minor crimes adds to public disorder and the perception that the police are at fault for homeless issues created by political groups.</p> <p>A focus on education for the public would also help them understand the legal standard we must adhere to when using force, correcting widespread fiction spread by the media and special interest groups.</p>
38	Through neighborhood problem solving the PD will build community partnerships and collaborate so it's a redundant question,
39	Continuing the good work they are doing

Q2: In your opinion, how safe is the City and County of San Francisco compared to other communities? (Select only one.)

Answered: 353 Skipped: 4



Answer Choices	Responses
Much safer	7.65% 27
Slightly safer	14.16% 50
About the same	17.00% 60
Less safe	27.76% 98
Much less safe	23.80% 84
Other (please specify)	9.63% 34
Total	353

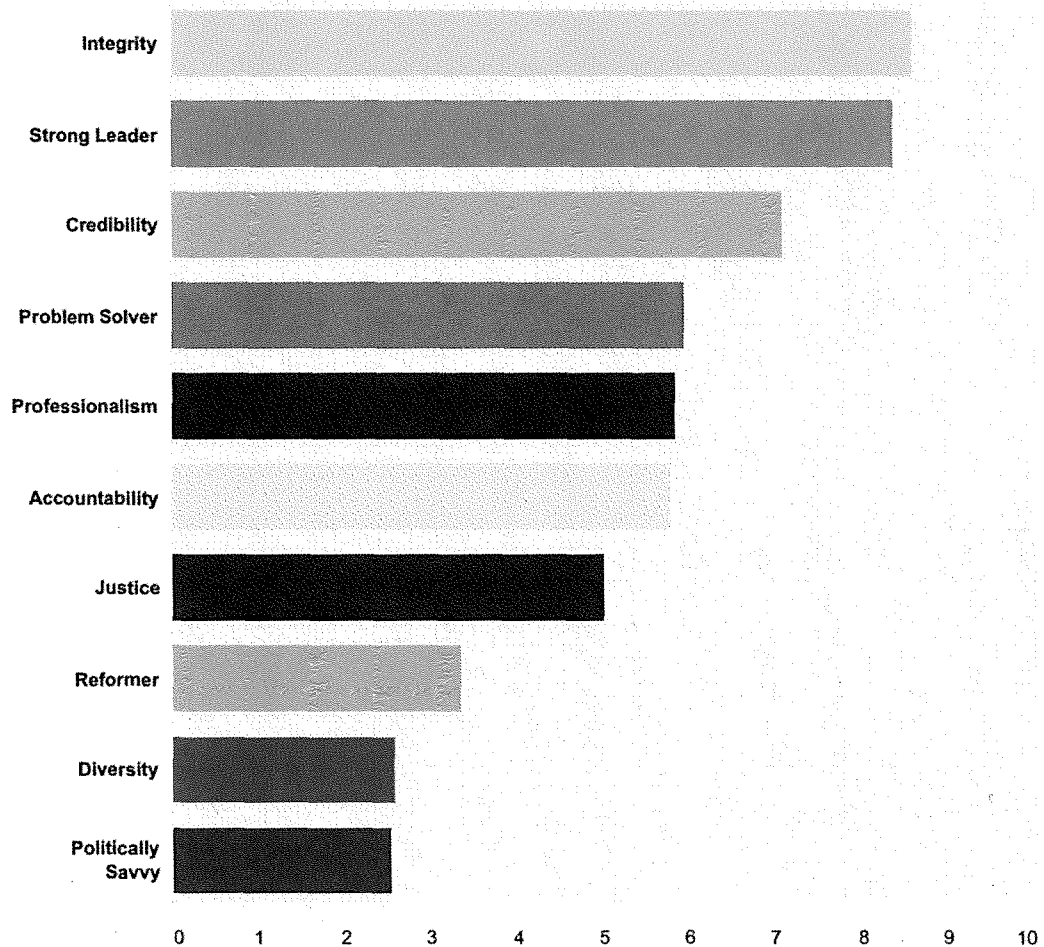
Q2: In your opinion, how safe is the City and County of San Francisco compared to other communities?

Comments	
1	Part of this is due to a lack traffic enforcement. Also a feeling of lawlessness in the mid Market Soma and Tenderloin areas.
2	Compared to where? Southside Chicago? Belmont? Oakland? Walnut Creek? This question is worded terribly.
3	I believe it truly depends where one is in the city. We have many places that are much safer than other like the Marina area verse the Tenderloin area. Based on where someone is determines a lot.
4	Much less safe. There are constant robberies and drug sales that lead to more violent crime and murder. Tourists are constantly victims, and the predators when caught are released on their own recognizance or put on probation. I refuse to live in this city because of how the city treats its victims and worships its criminals.
5	Compared to what? similar cities or neighboring cities...still ridiculous
6	Not familiar with stats, and safe to what demographics?
7	To broad of a question. Compared to cities of a comparable size I believe we are about the same or slightly safer.
8	Depends on where you live in SF. Overall compared to other cities in the bay area it's definitely much less safe than any other city in the bay area. Oakland is SF only close competitor
9	In depends on the location
10	Which communities? Richmond/Oakland? Safer. Sonoma Co./San Mateo Co. ? Much Less Safer.
11	Thanks to the Voters and Politicians our crime rate is rising Thanks Prop 47 and Jerry Brown
12	When the D.A's office doesn't prosecute anything or makes easy CTS and probation deals, it just feeds the criminal animal. Crooks and bad guys know they have great odds of not getting caught and even greater chance of getting out of it if they do get caught.
13	SF is a safe city compared to other cities its size and demographic. It is not as safe as neighboring counties such as San Mateo and Marin.
14	That is a terrible question. The answer depends on the communities you chose to compare it to. San Francisco has lots of crime problems and violence and much is needed and should be done to try and make San Francisco a safer city for all who live, work, or visit here.
15	The San Francisco DA is largely responsible for criminals knowing that they can commit crimes in San Francisco... and get away with it! Coupled with the incompetent cops policing this city and the general laziness that plagues this department, I would not say San Francisco is safer than other communities. Cities in aggressive counties (in terms of enforcement, charging, staffing, etc) can likely prevent the crime from happening before it does. SF, not so much.
16	There must be adequate staffing of police departments with all the added responsibility.
17	It's safer than let's say Oakland. However I feel like San Francisco is teetering on the brink of anarchy due to the constant police bashing and irrational public policy of city hall.
18	Compared to other major U.S. cities, we're somewhere between "about the same" and "slightly safer."
19	Much Safer that other cities of similar size.
20	The DA office does not prosecute drug crimes which raises crimes.
21	A woman wailing on the streets was savagely beaten by a complete stranger. She was in her 50s and now has to get surgery. A woman working at a construction site was stabbed to death in broad daylight. Complete lawlessness.
22	The question is difficult to answer as posed. CCSF is not a "community"; It is a municipality consisting of many, many communities. So I don't understand what you are asking for as a

	comparison. Overall, however, I believe SF is above average as an American city regarding violent crime. Not property crime, though.
23	This is too broad a question. The smaller city I live in is much safer than SF, but I would say SF is slightly safer than Oakland or San Jose.
24	Much less safe. I have been around the world to several major cities, and each time I comment on how much safer every other city is.
25	Of course this depends on the community we compare it too. However, both property crimes and violent crimes are on the rise.
26	Depends who the "other" communities are.
27	Extremely unsafe.
28	Very unsafe. I have lived here since 2001 and I feel the city has progressively become less safe during my time here. I am no considering moving out because I am tired of the property crimes I and others have been victims of.
29	As an officer I feel safer without a gun walking in New Orleans, New York, Chicago or Los Angeles than I do San Francisco
30	I live in Concord. My commute is the most dangerous thing I have to contend with. I will probably die of boredom compared to San Francisco. High concentration of mentally ill and substance abusers and homeless make SF more dangerous, but I must work here in SF; I do not live here.
31	Depending which communities compared to
32	All communities people and crimes are different and can't be compared together. There are a lot of car break-in's and other crimes in San Fran.
33	It depends on which other communities. Safer than Oakland, less safe than Marin or Pleasanton or Walnut Creek
34	Our homeless people are scary due to mental illness and their behavior is unpredictable. People are assaulted on mini by punks on a regular basis for no reason and group of thugs routinely walk into stores and steal thousands of dollars of merchandise. There is very being done to deter this type of theft

Q3: ATTRIBUTES – From the 10 choices listed below, please rank the attributes the Police Commission should consider when selecting the next Chief of Police. Please rank the choices from 1 to 10, with “1” being the most important, and “2” being the second most important, and so on. Please rank all choices.

Answered: 343 Skipped: 14



City and County of San Francisco - Chief of Police Selection Process - Department Input Survey

Q3: ATTRIBUTES – From the 10 choices listed below, please rank the attributes the Police Commission should consider when selecting the next Chief of Police. Please rank the choices from 1 to 10, with “1” being the most important, and “2” being the second most important, and so on. Please rank all choices.

Answered: 343 Skipped: 14

	1	2	3	4	5	6	7	8	9	10	Total	Score
Integrity	39.65% 136	26.82% 92	11.66% 40	9.04% 31	5.54% 19	4.08% 14	1.17% 4	1.17% 4	0.29% 1	0.58% 2	343	8.57
Strong Leader	39.07% 134	18.08% 62	16.91% 58	9.04% 31	6.71% 23	5.25% 18	2.62% 9	1.17% 4	1.17% 4	0.00% 0	343	8.35
Credibility	7.00% 24	18.08% 62	21.28% 73	19.83% 68	13.70% 47	11.08% 38	4.08% 14	3.21% 11	0.87% 3	0.87% 3	343	7.08
Problem Solver	3.50% 12	9.91% 34	10.50% 36	13.99% 48	20.70% 71	13.12% 45	17.78% 61	7.00% 24	3.21% 11	0.29% 1	343	5.95
Professionalism	4.37% 15	8.75% 30	13.70% 47	14.58% 50	16.62% 57	13.41% 46	10.50% 36	8.45% 29	5.83% 20	3.79% 13	343	5.84
Accountability	1.75% 6	9.04% 31	14.29% 49	14.58% 50	13.99% 48	13.70% 47	20.12% 69	6.12% 21	4.96% 17	1.46% 5	343	5.78
Justice	2.62% 9	4.66% 16	6.12% 21	9.91% 34	13.12% 45	19.24% 66	18.37% 63	16.03% 55	7.58% 26	2.33% 8	343	5.01
Reformer	0.87% 3	2.04% 7	3.50% 12	3.50% 12	5.54% 19	9.91% 34	10.20% 35	21.57% 74	24.49% 84	18.37% 63	343	3.35
Diversity	0.87% 3	2.04% 7	1.17% 4	2.04% 7	2.04% 7	4.66% 16	7.00% 24	17.20% 59	27.41% 94	35.57% 122	343	2.56
Politically Savvy	0.29% 1	0.58% 2	0.87% 3	3.50% 12	2.04% 7	5.54% 19	8.16% 28	18.08% 62	24.20% 83	36.73% 126	343	2.52

Q3: ATTRIBUTES – From the 10 choices listed below, please rank the attributes the Police Commission should consider when selecting the next Chief of Police.

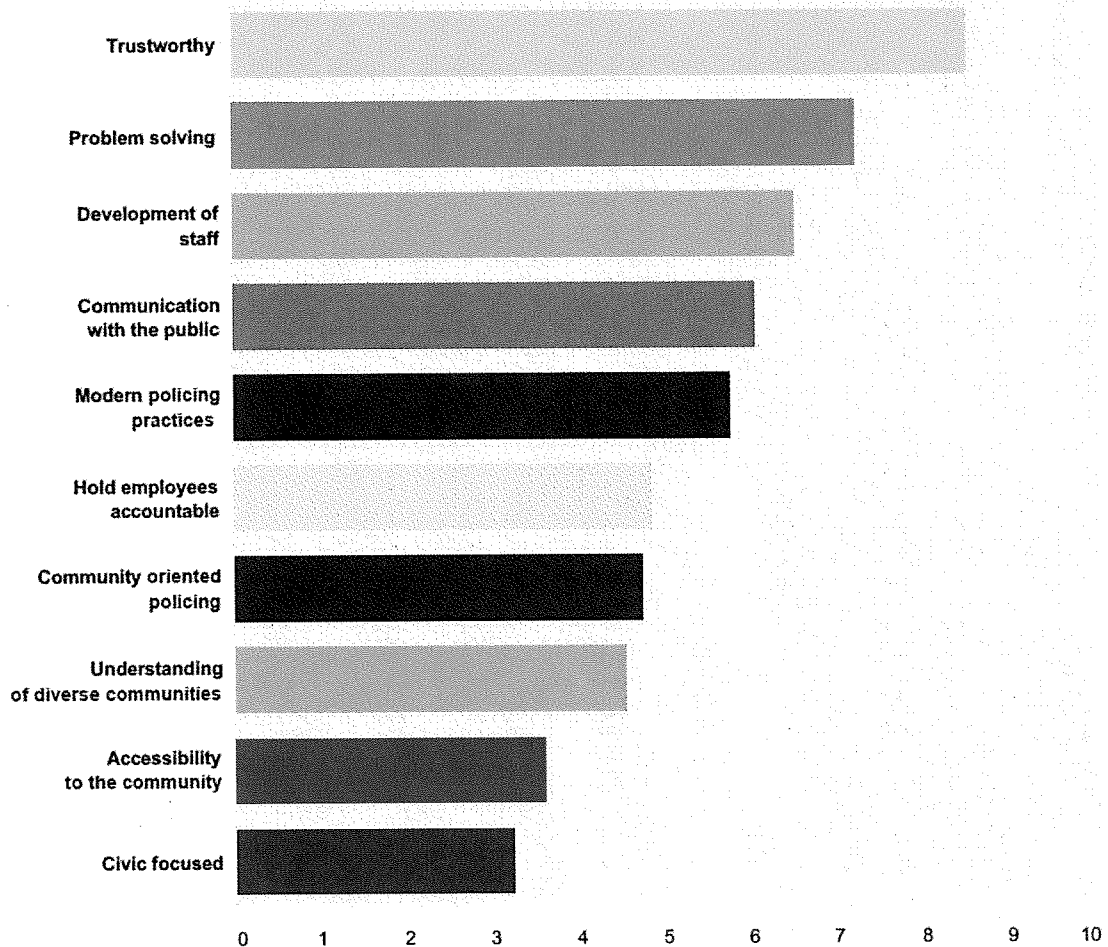
Comments	
1	All import issues but right now I want a leader that recognizes the need for better facilities. When I go to work and look at the building that I work in that is falling apart and the 20 plus year old vehicle assigned to me, it reminds me of what this city thinks of me and my profession. I don't need the best of everything or anything I'm just tired of the neglect.
2	Dynamic
3	I ranked 'Politically Savvy' last because of the wording. I think any police chief needs to work amongst varied groups of people without capitulating to one.
4	Once again, they are all important, there is no need to rank these attributes as they are all equally important.
5	Someone that cares about his/her troops on the street and is willing to stand up for his people in the political games. Someone who will not let the public pressure and political pressure take away from the people that work for him/her.
6	Another poorly designed matrix. I really hope you do surveys for police commissioners too. That would be a very important survey too.
7	We had a "diverse" Chief who was Cuban-American who turned out to be "politically savvy" and ended up being the District Attorney. Hire a police chief who wants to be the chief
8	Some of these attributes don't make any sense. How is "diversity" a personal attribute? The next police chief should be someone who understands the reality of law enforcement and is unafraid to be frank about those realities with the commission instead of conforming to their uninformed misguided beliefs.
9	My selections for 7,8, and 9 are non-sense. The choices are too vague. Each choice can be twisted to represent the bias to the people reading the results of the survey.
10	It would be nice to have a Chief that actually knows how to lead for a change
11	This City has been under pressure to over emphasize the need for a diverse police force. We already have the most diverse department in the country. The color of somebody's skin should not be a factor when selecting the next chief.
12	1: Provides support to officers.
13	You absolutely missed the boat not listing "education." A highly qualified candidate is a critical thinker. You should have at least a Master's Degree or Greater. How could you hire anyone who does not understand the larger picture of the community, processes, budgeting, communication, cost effectiveness, staffing, organizational behavior etc...You cannot know these things without a formal good education. You acquire these skills because you have spent years of a higher education learning these important concepts and strategies. Add a gregarious personality and you have a possible winner. How can you mentor the police to become educated if you cannot demonstrate the importance through personal experience and provide incentives. An educated police force should be mandatory
14	Honest and forthright. Tell it like it is and don't beat around the bushes to please everybody. Sometimes you can't please everybody.

15	The job is for the Chief of a major metropolitan police dept. it's about time the chief remember that and not the politics. Politics are what is ruining police work and endangering society.
16	A person's race, gender, religion, sexual orientation, etc should have zero impact on their competency for the job.
17	I don't know exactly what you mean by "Justice" here.
18	Needs to be a good leader without compromising integrity.
19	Educated.
20	We need someone that is honest.
21	1-6 are the same
22	Anyone coming into the position without integrity and good reputation as having done the job(a working cop) but with the tag of a reformer will always fail in San Francisco
23	Fair and impartial, less politics and personal gain, more community and department based collaboration/trust.
24	Back the troops.
25	Pick Toney Chaplin.
26	The next Chief of Police should come from the ranks of the SFPD; the person should be the most qualified - not the person who fits the political choice.
27	These are platitudes. But I'm sure your outreach to everyone outside the agency will be in-depth. Good to get the checkbox, "Consulted with Rank and File." Hey, why don't you do a community meeting at CJ or San Quentin. Those are "stake holders" who will have strong opinions about policing, too.
28	I want a Chief who will listen to the rank and file of the Department AND act in their best interest, not a Chief who acts as a political figurehead and will bow to community/political pressure.
29	You should consider keeping Acting Chief Chaplain, he represents all the above mentioned values and more.
30	EDUCATED. We have several members with JDs. We need someone willing to look at policing collaboratively with community buy in.
31	Most important is the ability to be able to think quickly and out of the box. Be receptive to ideas of other and inclusive and open door policy to all stakeholders.
32	Born and raised or has a proven vested interest (i.e. currently lives here) in San Francisco. Understands the issues and problems of officers as well as those of the community.
33	The commission can't just pick the next Chief because he is an African American...but they will.
34	Don't let politics or public pressure sway their decision making....
35	Must be from within and not a _____ from another city that is there to fill the race card.
36	Someone like Greg Suhr who can work better with Civilians and hire a civilian chief administrative officer (the COP should not do both and it should not be another cop...).
37	we need a chief that is going to stand behind the officers and not give into every demand of the public.
38	Good analysis skills. Sometimes we provide solutions before we understand the problem and the problem remains.

39	Strong leader requires definition, so for me, means someone who knows when to direct and when to take direction/advice. Someone who represents a balance of the other attributes listed here. Also, transparency.
40	We need a chief who is professional and treats all members equally. He/she must identify our short comings and address it through increased training, simply sending a bulletin that we sign for is not effective training, it falsely presents the idea that the department is trained when in fact it isn't, the officers will implement new reforms but must be adequately trained on an ongoing basis to fully embrace it. Advanced officer training is only required every two years, that's pathetic, it should occur bi annually with updated material as events dictate
41	Please choose the best candidate based on qualifications and experience only, regardless of sex, race, creed, etc. We understand the political climate, but are offended by the continual pandering. Responsible citizens are as well.
42	From SFPD.

Q4: LEADERSHIP – From the 10 choices listed below, please rank the leadership qualities the Police Commission should consider when selecting the next Chief of Police. Please rank the choices from 1 to 10, with “1” being the most important, and “2” being the second most important, and so on. Please rank all choices.

Answered: 322 Skipped: 35



Q4: LEADERSHIP – From the 10 choices listed below, please rank the leadership qualities the Police Commission should consider when selecting the next Chief of Police. Please rank the choices from 1 to 10, with “1” being the most important, and “2” being the second most important, and so on. Please rank all choices.

Answered: 322 Skipped: 35

	1	2	3	4	5	6	7	8	9	10	Total	Score
Trustworthy	53.73% 173	14.60% 47	9.32% 30	5.59% 18	4.97% 16	2.48% 8	2.48% 8	3.73% 12	2.80% 9	0.31% 1	322	8.52
Problem solving	12.11% 39	23.91% 77	20.50% 66	11.49% 37	9.63% 31	8.39% 27	5.28% 17	5.28% 17	1.86% 6	1.55% 5	322	7.23
Development of staff	8.07% 26	18.94% 61	18.63% 60	13.98% 45	9.32% 30	7.76% 25	6.83% 22	5.28% 17	6.52% 21	4.66% 15	322	6.54
Communication with the public	7.45% 24	11.18% 36	10.25% 33	15.84% 51	15.22% 49	13.66% 44	9.63% 31	8.70% 28	5.59% 18	2.48% 8	322	6.06
Modern policing practices	9.01% 29	11.80% 38	12.73% 41	10.56% 34	8.39% 27	10.25% 33	11.80% 38	11.49% 37	6.52% 21	7.45% 24	322	5.76
Hold employees accountable	3.42% 11	5.28% 17	7.76% 25	12.11% 39	12.42% 40	13.98% 45	12.11% 39	9.63% 31	10.25% 33	13.04% 42	322	4.84
Community oriented policing	0.93% 3	3.73% 12	6.52% 21	10.87% 35	15.53% 50	17.08% 55	14.29% 46	11.18% 36	13.04% 42	6.83% 22	322	4.73
Understanding of diverse communities	4.04% 13	5.59% 18	7.76% 25	7.45% 24	12.73% 41	7.45% 24	11.49% 37	15.22% 49	14.29% 46	13.98% 45	322	4.53
Accessibility to the community	0.93% 3	1.24% 4	2.48% 8	6.21% 20	8.07% 26	10.56% 34	13.98% 45	21.12% 68	19.25% 62	16.15% 52	322	3.59
Civic focused	0.31% 1	3.73% 12	4.04% 13	5.90% 19	3.73% 12	8.39% 27	12.11% 39	8.39% 27	19.88% 64	33.54% 108	322	3.21

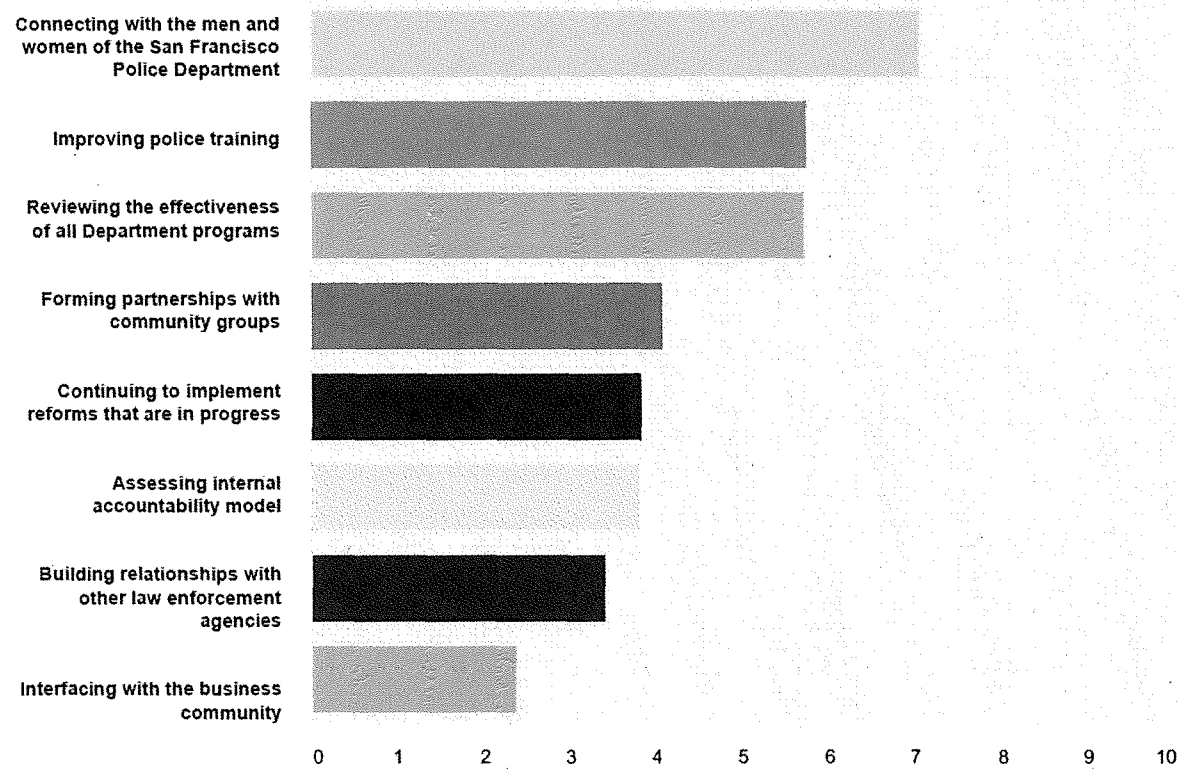
Q4: LEADERSHIP – From the 10 choices listed below, please rank the leadership qualities the Police Commission should consider when selecting the new Chief of Police.

Comments	
1	We need to address victims and rampant crime more.
2	The police commission should avoid politicians and seek out candidates who have a proven track record of strong work ethic and integrity. I believe it is most important to see how the candidate acted when they held their most basic position as a police officer. Candidates should have a history of initiative while holding their leadership positions and choose to go above and beyond. Those who merely maintain the status quo are not strong leaders.
3	I'm not sure how this ranks leadership. Whoever came up with this doesn't understand leadership.
4	Besides all this stuff on the top, someone who will fight for his/her troops and not give in to the political games. Someone who will stand up and fight with his troops and not against them.
5	Another flawed question.
6	Civic focused?
7	None of these attributes are defined. they are just political buzzwords that have little bearing on law enforcement. you are picking a police chief not a politician.
8	It feels funny putting modern policing practices as the top priority when I do not feel the police commission would put this as THEIR top priority. This is evidence by failing to allow the police department to employ tools that are used in such modern policing.
9	Commitment to end racism within the Department.
10	Having the support and respect of the troops.
11	If the chief holds employees accountable, a lot of the other categories will follow.
12	Does not follow the old boy network.
13	Honesty, Integrity, professional police officer dedicated to the rule of law and the detection and prevention of violent crime. NOT political correctness and making police officers social workers.
14	It's the Chief's job to delegate and ensure all aspects of the department/community relations and job performance is handled properly, first and foremost. If the Chief is 100% accessible to the community, there will be less valuable time spent building/monitoring/developing the department. There needs to be a balance and understanding of chain of command, distribution of assignments and duties. The department tends to see their Chief less due to an overload of community engagements, leading to lower morale and direction.
15	I do not like any of these choices - they do not accurately reflect my view of leadership. INTEGRITY is what I am looking for - the strength to do the right thing regardless of cost.
16	Has a strong relationship with the rank and file should be #1. And respect for the rank and file #2. And #3 should be experienced street cop!!
17	Once again, you should consider appointing Acting Chief Chaplin.
18	Modern policing practices are important however the practices cannot be successful without the involvement and trust of all parties. Must be an innovative thinker. Not fearful

	of employee development and always have a succession plan in place. Willingness to change the current Command Staff to reflect a new vision and newer fresher ideas.
19	The Chief is supposed to help the department fix crime. That's the number one mission of the department.
20	I like the Scout law better: Trustworthy Loyal Helpful Friendly Courteous Kind Obedient Cheerful Thrifty Brave Clean Reverent
21	Development of staff is important; however, the Chief should empower his direct reports to both develop their staff and push down that culture to their direct reports and so on. I don't know what "civic focused" means.
22	What do you mean by community policing? How is it defined? I understand the principal and definition but how will it be truly implemented for all communities which include west of twin peaks. The Captains at the district station need more autonomy to run their stations with less interference from the commanders and Chief's office. The captains are not able to address the needs of the community due to interference from downtown.
23	Most of these qualities should be ordered as most important leadership qualities. They are all equally important at the top of importance.
24	Not buckle to political games or an incompetent police commission
25	Support for officers should be number 1.
26	Proven track record.

Q5: PRIORITIES – The new Chief of Police will be required to immediately balance priorities between the Department and the community. From the 8 choices listed below, please rank the priorities you believe should be an immediate focus for the new Chief of Police. Please rank the choices from 1 to 8, with “1” being the highest priority, and “2” being the second highest priority, and so on. Please rank all choices.

Answered: 318 Skipped: 39



Q5: PRIORITIES – The new Chief of Police will be required to immediately balance priorities between the Department and the community. From the 8 choices listed below, please rank the priorities you believe should be an immediate focus for the new Chief of Police. Please rank the choices from 1 to 8, with “1” being the highest priority, and “2” being the second highest priority, and so on. Please rank all choices.

Answered: 318 Skipped: 39

	1	2	3	4	5	6	7	8	Total	Score
Connecting with the men and women of the San Francisco Police Department	66.67% 212	10.06% 32	5.97% 19	6.60% 21	4.40% 14	3.46% 11	1.89% 6	0.94% 3	318	7.05
Improving police training	10.06% 32	31.76% 101	17.92% 57	19.81% 63	9.75% 31	6.29% 20	3.46% 11	0.94% 3	318	5.75
Reviewing the effectiveness of all Department programs	9.12% 29	27.36% 87	25.79% 82	16.67% 53	11.01% 35	6.29% 20	2.83% 9	0.94% 3	318	5.72
Forming partnerships with community groups	1.57% 5	10.38% 33	14.47% 46	13.21% 42	19.50% 62	17.92% 57	14.78% 47	8.18% 26	318	4.08
Continuing to implement reforms that are in progress	7.23% 23	7.86% 25	12.26% 39	8.81% 28	14.47% 46	13.84% 44	16.67% 53	18.87% 60	318	3.82
Assessing internal accountability model	3.46% 11	5.03% 16	8.81% 28	14.47% 46	20.44% 65	23.27% 74	16.04% 51	8.49% 27	318	3.80
Building relationships with other law enforcement agencies	0.63% 2	6.92% 22	10.69% 34	13.52% 43	11.32% 36	16.04% 51	21.70% 69	19.18% 61	318	3.41
Interfacing with the business community	1.26% 4	0.63% 2	4.09% 13	6.92% 22	9.12% 29	12.89% 41	22.64% 72	42.45% 135	318	2.36

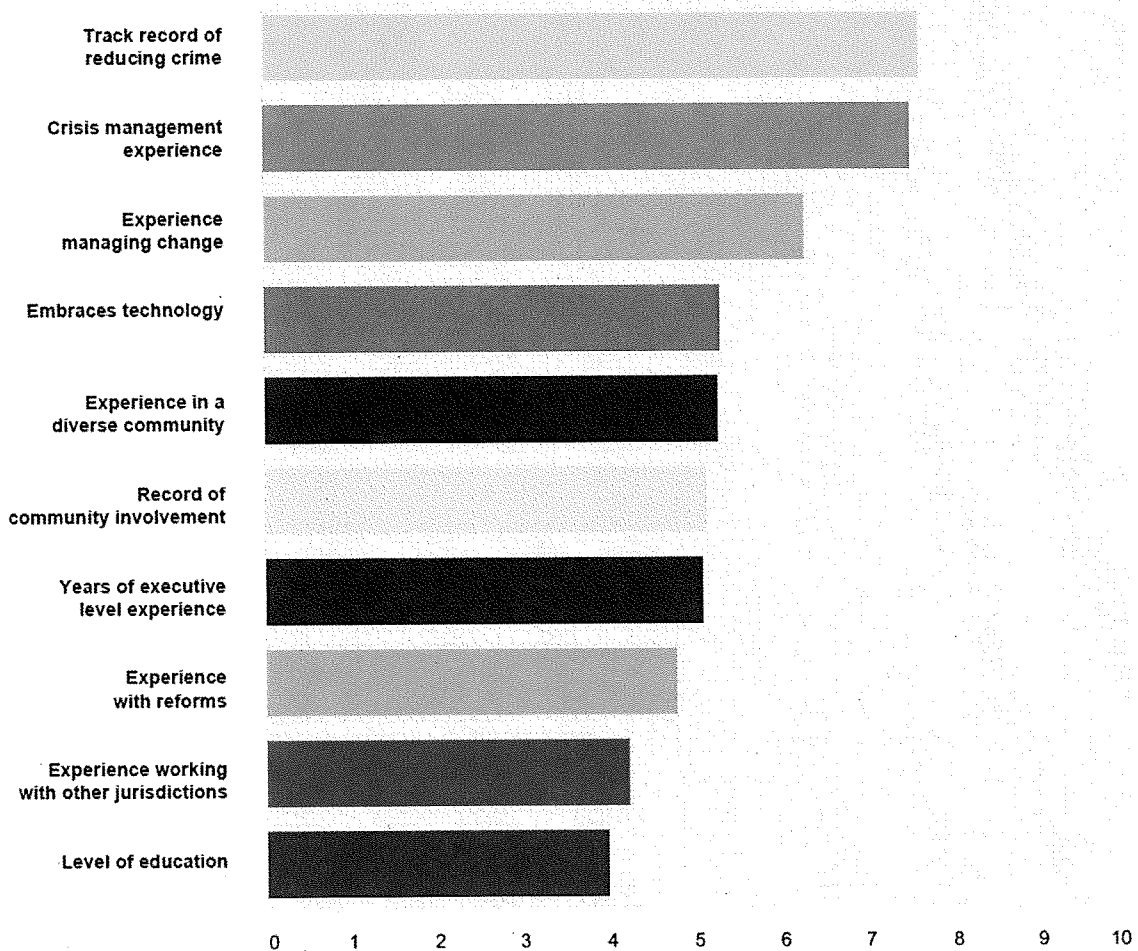
Q5: PRIORITIES – The new Chief of Police will be required to immediately balance priorities between the Department and the community.

Comments	
1	It is imperative the Chief of Police addresses all officers, presents the staff, and explains all goals/expectations before doing so with the media or public. The Department should not learn their goals/expectations via partial news interviews, and then held accountable for actions they were not made aware of. For instance, Department members learned of Chief Suhr's resignation via media, with no heads up as to the changes in leadership /structure.
2	I suppose the point is to find a reformer, but what is needed is an adjuster. Making adjustments to better the department, not necessarily reform.
3	Reviewing effectiveness of all department programs cannot be overlooked. The department is terribly inefficient, bureaucratic, and many of it's policies are outdated or poorly justified to it's members or the public. Department equipment is aging, in too short supply, or unsafe.
4	Dumb qualities
5	Morale is low. We need a chief that will back officers and not scapegoat them for political gain.
6	There are many priorities not addressed as options that are substantially more important than what is offered as choices.
7	1: Supporting officers.
8	Review all the department policies and procedures for clarity, simplification, none duplication, up to date, and build trust with the police officers. Restore police discretion and creativity. You do not determine good policy by naming it after a particular officer's poor judgment and actions.
9	Ending the good ol' boys network and hold all members accountable who violate our rules and regulations and the public's trust.
10	We need to fix us first to do our job properly ...
11	There has to be internal accountability. When we have a bad apple we should be able to fire them swiftly.
12	The rank and file need the confidence that the chief is going to have their back and not back down from political or media pressures.
13	Pick Toney Chaplin.
14	Partnership and relationship must be improved. The new Chief must establish better relationship and rapport with personnel to improve morale.
15	More outreach to less vocal community members. More time spent focusing on real victims of crime, and less time dealing with special interest groups.
16	Civilianization
17	Connecting with rank and file is very important so they will carry out the Chiefs vision. This is different than connecting to the POA because the POA may have membership but individual members have concerns that the POA will not share with the chief. The chief had to listen to rank and file and not solely rely on POA. Morale is low and due to short staffing officers are routinely denied request for a day off. The Lt should be given additional leeway to be more flexible when possible instead of implementing the 80 % rule. This will benefit the department by having happier and emotionally healthier officers.

18	Learn how to work with a highly political and incompetent police commission that has no concept of modern law enforcement in urban America
19	civilianization

Q6: QUALIFICATIONS – When reviewing the desired qualifications for the next Chief of Police, please rank the qualifications you believe are the most important in the selection of a new Chief of Police. From the 10 choices listed below, please rank the desired qualifications from 1 to 10, with “1” being the most important, and “2” being the second most important, and so on. Please rank all choices.

Answered: 307 Skipped: 50



Q6: QUALIFICATIONS – When reviewing the desired qualifications for the next Chief of Police, please rank the qualifications you believe are the most important in the selection of a new Chief of Police. From the 10 choices listed below, please rank the desired qualifications from 1 to 10, with “1” being the most important, and “2” being the second most important, and so on. Please rank all choices.

Answered: 307 Skipped: 50

	1	2	3	4	5	6	7	8	9	10	Total	Score
Track record of reducing crime	36.16% 111	13.68% 42	11.73% 36	7.49% 23	10.10% 31	4.89% 15	5.54% 17	3.26% 10	4.23% 13	2.93% 9	307	7.59
Crisis management experience	18.24% 56	26.71% 82	16.61% 51	11.07% 34	4.23% 13	8.79% 27	6.19% 19	5.21% 16	2.61% 8	0.33% 1	307	7.49
Experience managing change	9.77% 30	10.75% 33	14.98% 46	13.68% 42	13.36% 41	11.07% 34	10.75% 33	8.14% 25	5.21% 16	2.28% 7	307	6.26
Embraces technology	6.19% 19	8.47% 26	9.77% 30	12.38% 38	10.75% 33	12.05% 37	10.10% 31	9.77% 30	9.77% 30	10.75% 33	307	5.28
Experience in a diverse community	8.79% 27	10.42% 32	9.12% 28	9.45% 29	9.77% 30	9.77% 30	8.47% 26	10.10% 31	9.77% 30	14.33% 44	307	5.26
Record of community involvement	2.28% 7	4.89% 15	6.19% 19	13.03% 40	17.92% 55	14.66% 45	16.94% 52	12.05% 37	8.14% 25	3.91% 12	307	5.12
Years of executive level experience	8.47% 26	6.84% 21	10.75% 33	5.54% 17	10.75% 33	10.42% 32	8.47% 26	14.33% 44	17.92% 55	6.51% 20	307	5.07
Experience with reforms	3.91% 12	6.51% 20	8.14% 25	11.73% 36	9.45% 29	10.10% 31	11.73% 36	11.07% 34	15.31% 47	12.05% 37	307	4.75
Experience working with other jurisdictions	1.95% 6	6.51% 20	6.51% 20	7.49% 23	6.84% 21	11.07% 34	12.05% 37	15.31% 47	16.61% 51	15.64% 48	307	4.22
Level of education	4.23% 13	5.21% 16	6.19% 19	8.14% 25	6.84% 21	7.17% 22	9.77% 30	10.75% 33	10.42% 32	31.27% 96	307	3.96

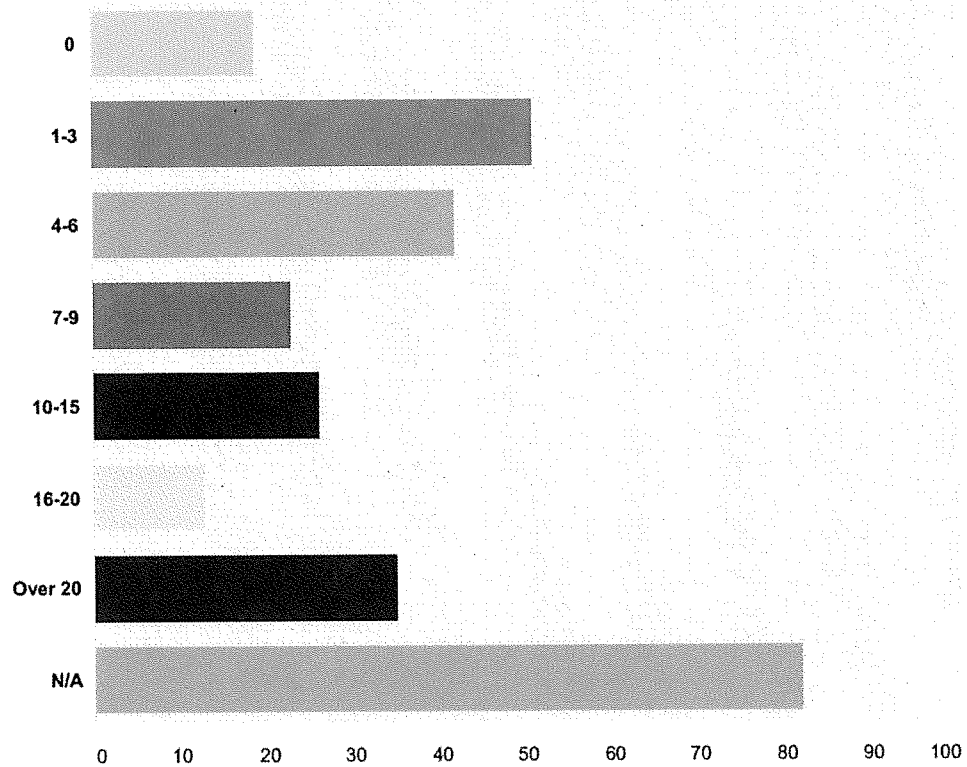
Q6: QUALIFICATIONS – When reviewing the desired qualifications for the next Chief of Police, please rank the qualifications you believe are the most important in the selection of a new Chief of Police.

Comments	
1	Chief Chaplin has the desired qualifications to be next Chief of Police: knowledge of the City and its diverse members, crime locations/criminals, resources to combat crime, open mind to allow members to contribute to police-community relations and crime reduction, calm and confident during difficult situations, transparency, and integrity.
2	Seriously, the choices are dumb.
3	The most desired qualification is, of course, missing from your survey: "street level law enforcement experience"
4	The new chief should be patrol oriented and not someone who has spent their entire career in investigations or behind a desk. It would be beneficial to hire somebody who knows the city, unlike when Newsom decided to hire our current district attorney. We need a chief that will not be as reactive to events as Suhr was until all facts are available. Suhr appeased too many people and did not stand up for the rank and files. Our new chief needs to be levelheaded and not give into all of the pressures surrounding policing today. The rank and file needs a solid leader that understands what we go through every day and has our backs. This has not been the case lately, especially with the Police Commission who constantly make ill-advised comments about police work. I hope common sense will prevail when selecting a new chief. The above selections are not well thought out qualities of a new chief. If someone has spent a lot of time in patrol in San Francisco, they have experience a diverse community. Someone who has been inside for a long time, and never spent time pushing a radio car can have many years of "executive level" experience, but that does not make them qualified. Just because someone is tech savvy does not make them qualified. Police work is about your interaction with the community and how to interact with criminals and the citizens. I don't think levels of education are relevant. There are many great cops who only have a GED. Just because you have a bachelor or master's degree does not make you more competent.
5	Why aren't there any questions related to good leadership and experience related to police work. These are all resume type topics that are often irrelevant to the knowledge and experience base needed to understand police work and run a police department.
6	Communication. Not just experience but a successful track record of management.
7	Most of these choices are not needed. Chief Suhr was making changes and was very involved in the community and they kicked him out so why does it matter if the next person has these qualifications? Politics are all that matters around this place.
8	We need a chief that is an experienced crime fighter that wants to combat violent crime.
9	None of these are important to me. PATROL experience is #1 qualification - knowing Patrol is the backbone of any Department, knowing that Patrol is the first to face new issues, focus on improving and supporting Patrol. INVESTIGATION experience is #2 - knowing that the way to gain trust from the People is by

	SOLVING crimes (particularly violent crime). Shift focus from aggressive "crime prevention" to investigation so that crimes can be solved, arrests made, and solid prosecutions presented.
10	I would prefer a Chief who comes from within the San Francisco Police Department. Someone who understands our traditions and the changes we've gone through.
11	A police chief that had actually been a patrol officer.
12	The next Chief must have experience and new plans for implementing change. Should have years of executive management experience and a track record and strong command of the English language in a way that it transcends to all people. Willingness to deal with positive and negative issues; don't run away from problems. Seek guidance from others. Knowledge of the issues that this City are currently facing and have a plan to implement real reform beyond President Obama's 21st Century Policing; you must know what will follow and build upon the 21st Century blueprint. Not regurgitate the pillars and points in the plan.
13	Chief should make sure the officers have the training, technology, and skills they need to be more effective. Leave politics out of the SFPD. That for the media, the SF BOS.
14	Experience in being a working police officer is the most important attribute in my opinion.
15	Good relationship with civilian workforce and civilian labor unions. Good relationship with POA. Good relationship with civilian governing body. Good relationship with DA and public defender. Good relationship with All City and County Justice agencies. Including courts and Judges.
16	Experience working in a similarly political environment to San Francisco, possibly actually understanding political realities and uniqueness of such in San Francisco and navigating accordingly.
17	Tony Chaplin is well qualified to keep this job. He's smart, he has extensively worked gang cases so he understands violent crime and how it impacts our city. He is well liked and he's humble and open to hearing new ideas, he's connected with the community because he had the ability to work with them but is also respected by them. He doesn't have a track record in reducing crime but I don't see that as an important measurement because statistics can be confusing. Education is important but maybe over rated. A person with an MBA and no experience is useless. I suggest that he seek additional education they conference but most importantly had set the tone to his command staff that treating members of the department fairly and to not play favorites is important, they must buy into his vision. SF is a unique political city and a chief with experience in a different jurisdiction may have difficulties implementing a previously used program, they need to be flexible and open to new ideas
18	Minimum level of education shall be Bachelor's Degree.
19	None of these are more or less important to me. None of these tell me the individual would be better for SF if somewhere else they had more or less of any of these. So I am leaving them blank. The SYSTEM WON'T LET ME. Unfortunate.
20	Civilianization of a police agency.

Q9. If you are a sworn officer, during the course of an average work week, how many hours do you spend engaged in preventative police work (i.e., making informal contacts with residents/youth, identifying potential problems and attempting to address them, etc.)?

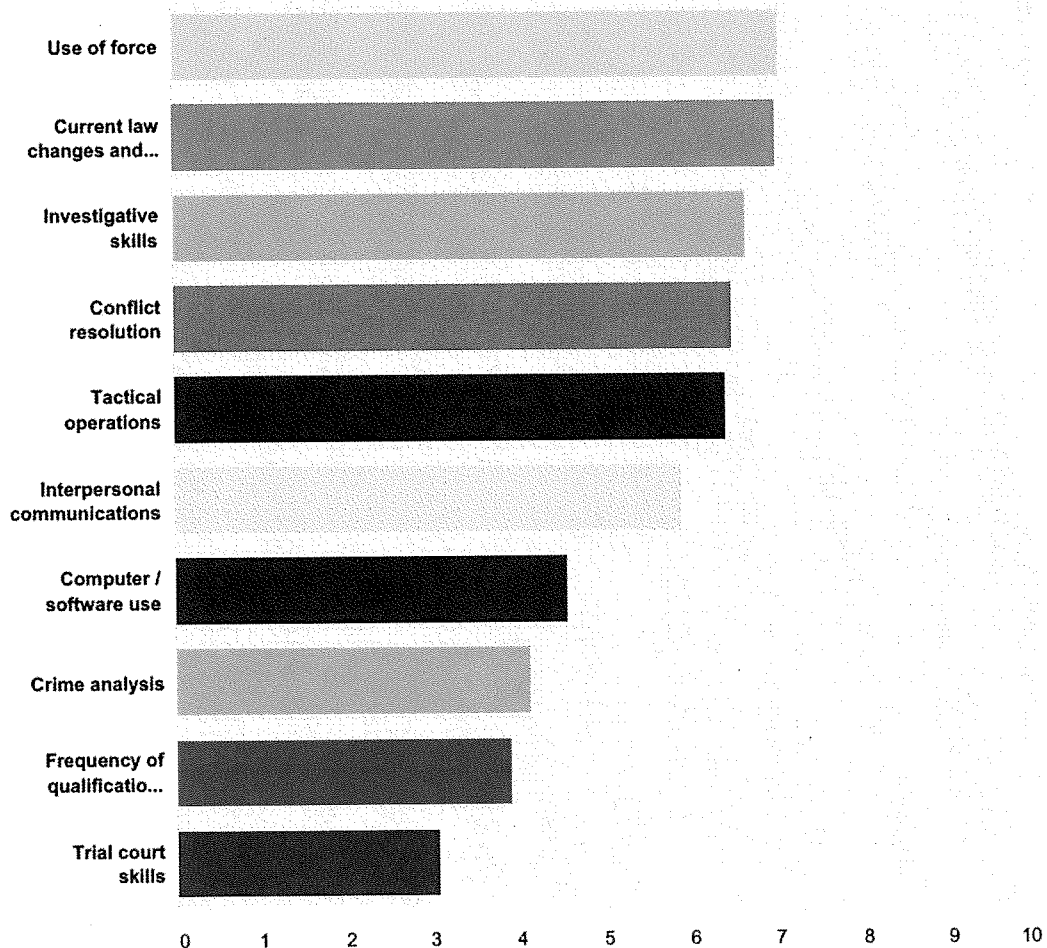
Answered: 291 Skipped: 66



Answer Choices	Responses	
0	6.53%	19
1 3	17.53%	51
4 6	14.43%	42
7 9	7.90%	23
10 15	8.93%	26
16 20	4.47%	13
Over 20	12.03%	35
N/A	28.18%	82
Total		291

Q10. With respect to training, please rank the training needs that should be addressed by the next Chief of Police. From the 10 choices listed below, please rank from 1 to 10, with "1" being the most important, and "2" being the second most important, and so on. Please rank all choices.

Answered: 293 Skipped: 64



Q10. With respect to training, please rank the training needs that should be addressed by the next Chief of Police. From the 10 choices listed below, please rank from 1 to 10, with "1" being the most important, and "2" being the second most important, and so on. Please rank all choices.

Answered: 293 Skipped: 64

	1	2	3	4	5	6	7	8	9	10	Total	Score
Use of force	21.84% 64	17.75% 52	12.97% 38	12.97% 38	6.83% 20	7.51% 22	6.14% 18	5.46% 16	3.75% 11	4.78% 14	293	7.04
Current law changes and effects	17.06% 50	14.33% 42	15.36% 45	14.68% 43	13.31% 39	7.17% 21	9.56% 28	4.44% 13	3.41% 10	0.68% 2	293	7.00
Investigative skills	8.53% 25	15.70% 46	11.95% 35	17.41% 51	16.38% 48	14.33% 42	6.83% 20	4.78% 14	4.10% 12	0.00% 0	293	6.64
Conflict resolution	9.22% 27	12.63% 37	17.75% 52	15.02% 44	12.29% 36	12.63% 37	7.85% 23	4.78% 14	3.75% 11	4.10% 12	293	6.47
Tactical operations	16.04% 47	13.99% 41	11.26% 33	11.26% 33	9.22% 27	7.17% 21	11.26% 33	10.58% 31	6.48% 19	2.73% 8	293	6.39
Interpersonal communications	13.31% 39	8.87% 26	9.90% 29	9.22% 27	10.58% 31	13.65% 40	10.58% 31	11.60% 34	8.53% 25	3.75% 11	293	5.86
Computer / software use	8.19% 24	8.87% 26	3.07% 9	6.14% 18	8.19% 24	8.87% 26	10.92% 32	16.04% 47	11.60% 34	18.09% 53	293	4.56
Crime analysis	2.73% 8	3.75% 11	5.80% 17	7.17% 21	9.56% 28	10.92% 32	12.63% 37	12.97% 38	18.09% 53	16.38% 48	293	4.12
Frequency of qualifications (updates)	2.05% 6	3.41% 10	6.83% 20	4.44% 13	7.17% 21	9.90% 29	12.29% 36	18.09% 53	19.45% 57	16.38% 48	293	3.88
Trial court skills	1.02% 3	0.68% 2	5.12% 15	1.71% 5	6.48% 19	7.85% 23	11.95% 35	11.26% 33	20.82% 61	33.11% 97	293	3.04

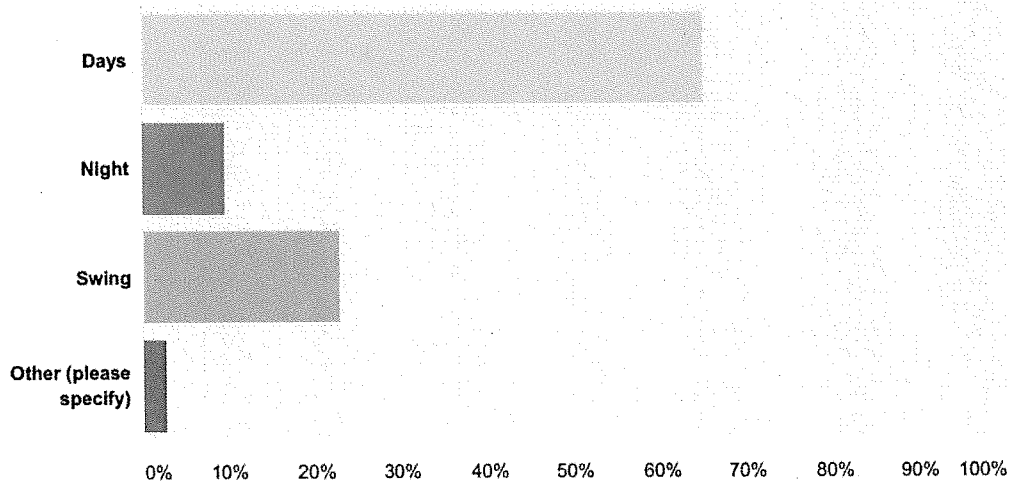
Q10. With respect to training, please rank the training needs that should be addressed by the next Chief of Police.

Comments	
1	DUI enforcement. Currently, San Francisco County is the absolute worst in the state. And, as a result, we have a high number of fatal traffic collisions. 37% of which are DUI related.
2	With regards to Q9, I'm not currently assigned to patrol, so I have less public contact. I have always stopped to speak with the public, my strong point is speaking with people and learning/sharing- pausing if possible before making decisions.
3	Our technology/computer system is incredible outdated at best. We are so far behind the curve it is ridiculous.
4	Computers are important but when we always buy the lowest bidder and worst technology of the time...what's the point? Why spend millions on stuff that's outdated by the time they get to rolling it out. Huge waste of money...just get new cars will be money much better spent.
5	As long as our technology and software continues to be at its current level, I will list "Computer / Software use" lower on this priority list.
6	Officers frequently book subjects on charges that are either outdated or don't technically exist, leaving your civilian staff to figure it out. Also officers are not properly trained on fingerprint subjects on the back of a citation.
7	Accountability.
8	We need to relearn the time tested skills of how to talk to people. We do not shoot first and talk later. Those days are over.
9	We need to continue utilizing the most update training tools, in order to be considered the best. Ongoing training to keep officers safe and continual legal updates with prosecutors to enforce the law better.
10	Use of force would be higher in my ranking if I believed the Department would train me in use of force technique versus their recent stance of not using any force. Trial court skill ranks highly for me because I think my fellow Officers are horribly unprepared in legal proceedings and often scared. Tactics are often overlooked, and never practiced by most officers, and most officers have little idea how to conduct investigations and need a lot of help in the most basic application of law scenarios.
11	Update our equipment. New radio cars are a must.
12	There is a need for cognitive training. This must be the focus of this department you can't shoot your way out of everything. The POST Executive Communications Course should be a required course for all sworn members as is the policy of the Hayward Police Department. Eventually civilian supervisors should also be required to take this course.
13	We need more firearms training. Qualifying is not the same as training. If the range can't support that, then allow us to seek weapons training elsewhere on the city's dime.
14	Our CAD system is a decade old. Call our dispatch, they hate it too
15	Some of these categories are unclear. Number one category should be firearms, tactical training (i.e. Active shooter scenarios), and defensive tactics.
16	Crime Analysis should be done 100% by civilians. Trial court - should be civilianized as much as possible.

	<p>Computer and software use - Operators and scribes and administrative support staff should receive the bulk of this training and perform the bulk of this work. Officers should only serve as subject matter experts other than CSI and other investigative where no civilian staff equivalent exists.</p> <p>Missing category - dealing with the mentally ill/developmentally disabled and/or substance abusers (used to be the men in white suits...now it is PD...).</p>
17	This one was difficult to place in rank order. Training is important and all 10 should be ongoing training options
18	10 Ranking - As a technologist training in Computer SW is the least important (on the beat) as it is as mandatory to learn it as part of the job except in investigations. What is important to note is that training an officer when to use technology is important to their safety as well as others.
19	The firearms qualifications are a circus at this moment. It is completely unorganized and many officers cannot qualify during their assigned moth. The two part firearms training is a joke.
20	#1. Procedural Justice Training/Implicit Bias Training
21	DEESCALATION SKILLS IS TOP ORDER
22	I'm a civilian employee, so I ranked them in terms of civilian training needs. Use of Force and Tactical Operations don't really apply to me.

Q11. Currently, what shift do you work? (Select only one)

Answered: 291 Skipped: 66



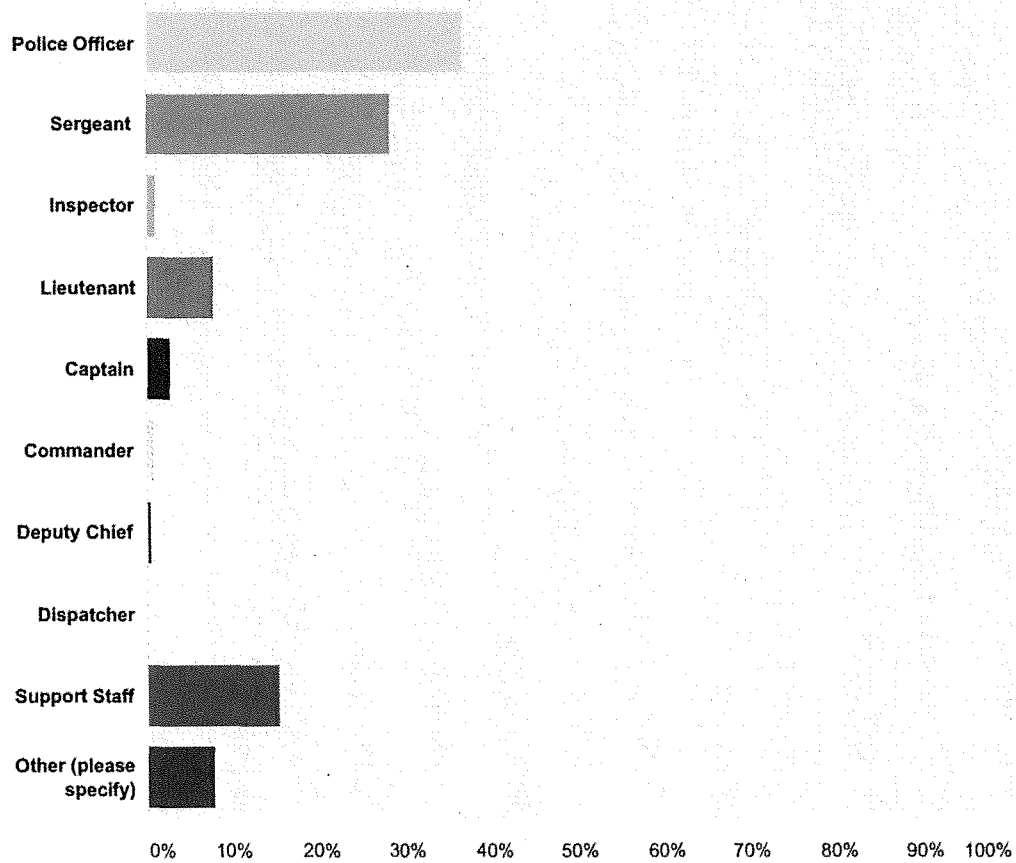
Answer Choices	Responses	
Days	64.95%	189
Night	9.62%	28
Swing	22.68%	66
Other (please specify)	2.75%	8
Total		291

Q11. Currently, what shift do you work?

Comments	
1	1100-2100
2	Plainclothes
3	Investigations
4	1100-2100hrs
5	Midnights
6	1100-2000
7	11-8 on the nine hour day, which needs to end immediately, I want my tens back.
8	I am not a sworn member

Q12. What is your current position?(Select only one)

Answered: 288 Skipped: 69



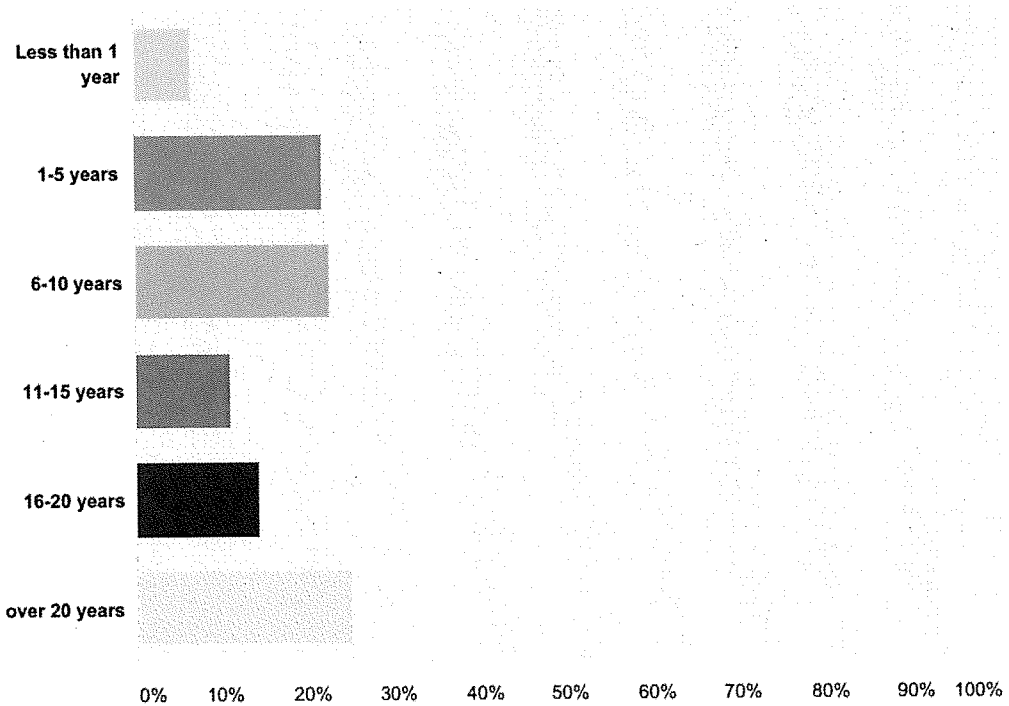
Answer Choices	Responses	Count
Police Officer	36.46%	105
Sergeant	28.13%	81
Inspector	1.04%	3
Lieutenant	7.64%	22
Captain	2.78%	8
Commander	0.69%	2
Deputy Chief	0.35%	1
Dispatcher	0.00%	0
Support Staff	15.28%	44
Other (please specify)	7.64%	22
Total		288

Q12. What is your current position?

Comments	
1	criminalist
2	Civilian
3	Civilian Crime Lab
4	7262 Maintenance planner
5	Technology
6	Police services aide
7	Crime lab analyst
8	Cadet
9	analyst
10	Reserve Sergeant
11	Civilian
12	Criminalist
13	Crime Analyst
14	Clerk
15	NA
16	Senior Admin Clerk
17	Attorney
18	Technologist
19	civilian
20	civilian
21	8274 Police Cadet
22	8177 Attorney

Q13. How long have you been a San Francisco Police Department employee?(Select only one)

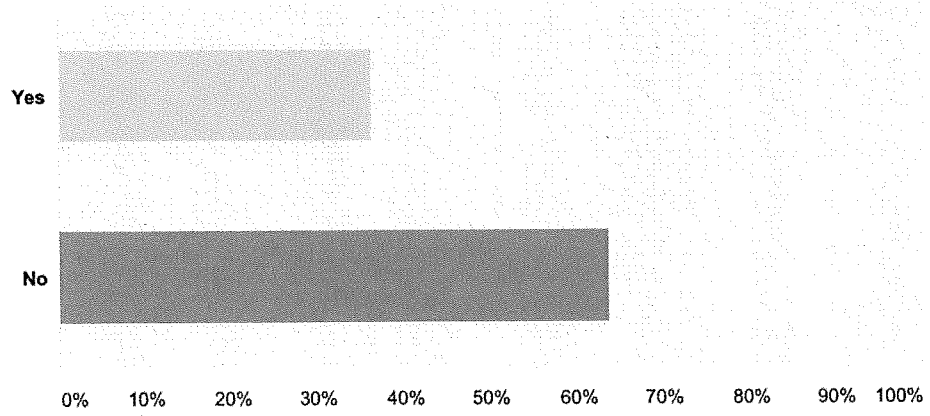
Answered: 292 Skipped: 65



Answer Choices	Responses	
Less than 1 year	6.51%	19
1 5 years	21.58%	63
6 10 years	22.26%	65
11 15 years	10.96%	32
16 20 years	14.04%	41
over 20 years	24.66%	72
Total		292

Q14. Are you a resident of San Francisco?

Answered: 291 Skipped: 66



Answer Choices	Responses	
Yes	36.43%	106
No	63.57%	185
Total		291

Q15. Is there anything else you think the San Francisco Police Commission should consider when hiring the next Chief of Police?

Comments	
1	Officer accountability at ALL Levels and have the chief discipline officers fast and fair across the board. Also have all of these officers doing desk work go back out on the street, and hire civilians to work those inside/admin positions as other departments throughout the country do.
2	Hire someone based on their merits and qualifications as a law enforcement officer, not what the small, yet vocal, members of the community are "protesting" for in the next chief.
3	Please consider keeping Chief Chaplin, as his troops and community believe in his leadership and integrity, as well as problem solving. We need a Chief who has goals of positive changes for the community and Department, not for personal gain- selflessness. Thank you.
4	SFPD member is preferable for both the city residents and the department members. SF resident current or prior is next preferable. Then bay area resident, and so on. California resident or department experience preferable to out of state. California, specifically SF bay area is incredibly unique and the city would benefit from someone who understands that from personal experience.
5	Consider someone who is not going to be or has been a career politician.
6	San Francisco has very unique politics. I would encourage the Commission to keep this in mind when choosing a new Chief. We have tried outside applicants before and they have unfortunately not worked out well. We have very capable, talented, and forward thinking members of the SFPD. Members who understand the politics, needs, and nuances of San Francisco. Please hire from within.
7	I understand that the public wants someone from outside the organization. I believe there are qualified individuals from within. We need to make sure that the new Chief of Police can relate to the officers or else there will be push back from the officers. I believe hiring an outside leader could cause problems within our organization. We understand changes are coming and we would like to move forward and not backward. So, I would suggest hiring someone within the department. This will help with reform.
8	I believe there are individuals capable and best suited for this job within the department and hope that candidates from within are seriously considered because San Francisco is very unique and they have a better understanding of everything that is going on than someone from another city/ state. Good luck.
9	Look into the crystal ball you don't have, and hope for the best! Good Luck
10	Not where they are from, but where they are now.
11	In house
12	Needs to value civilian employees and their contributions.
13	Hire in house.
14	If the new Chief is unable to embrace and appreciate the need for a solid, independent from within crime lab then the department will continue to suffer through issues (real or perceived) in the public circle re forensics

15	Find someone to engage with the troops as much as the public. Previous leaders were great at talking to the public but rarely engaged their subordinates with information or verbal contact of any topic. Face time is critical and excellent way to have people connect with you, including those who work for you, not just the public.
16	Anyone that is a true candidate is more than qualified to be Chief. I personally feel that you need to have a Minority Chief in place as San Francisco is the one of the most diverse cities in the world. Our next Chief needs to have worked as an SFPD Officer and should have spent time in places like Bayview, Mission and the Tenderloin areas.
17	This is not a political move to appease the public. This is the leader of one of the most recognized police departments in the world. Their mission should be clear. The police are middlemen and women between this city's problems and its solutions, but they are not the only department that needs reform.
18	Hire from within the ranks of SFPD.
19	Someone divorced from political concerns. someone who is not a political puppet.
20	Someone who cares about this department and this city, and NOT one with a political agenda like for chief Gascon.
21	It seems that the Police Commission, the Board of Supervisors, and command staff are very focused on being transparent to everybody but the rank-and-file of the SFPD, the people most affected by their decisions. We are constantly reminded by their actions and policies to fall in line, to not diverge from the duties of our positions, to do what we're told, and that our opinions don't matter with regard to the way this city is policed. Nobody wants San Francisco to be a safer place than us, the people that swore to protect it and sacrifice years of our lives, our health, and our ability to be present for our loved-ones to that goal. I hope this process will provide a new opportunity for those in charge to see that we have valuable insight with regard to what is really happening on these streets and we might have some good ideas as to how we can solve some problems and make the City a better place.
22	Stop choosing people based on how they look or identify and choose the best person for the job. Merit based choices will hugely benefit the department.
23	Yes, consider where the individual grew up, does the individual feel comfortable with all cultures and Nationalities. Does the reason they became an Officer match their body of work so far?
24	Commitment to continue implementing current reforms and carry out new ones before leaving the department - term commitment?
25	They should thoroughly evaluate candidates and make sure that they conduct the process fairly and not just choose the easiest option out of convenience. Also, someone from the bay area or mainly SF who is familiar with this type of city and culture would best be representative as the Chief. An outsider is not an ideal option unless they come from a city with the same attributes as SF and have a proven track record of change and reform.
26	A willingness to see the department modernize in terms of technology. San Francisco should be at the forefront of modern policing, since we are surrounded by tech companies.
27	I use to be against an outside Chief. But now I think it would be for the best. Because the Chief shouldn't have association to the officer's that work here. Therefore, he should owe anyone any favors.
28	No
29	No

30	The department is still suffering changes made, simply for the sake of change, the last time an outside candidate was brought in? The current relationship between the dept and District Attorney's office is the worst it has been in my tenure. Something to ponder.
31	Be fair open minded. The most qualified person should get the job. Period. No politics.
32	No
33	Continuity
34	Integrity. See David A. Clark Jr. Head Sheriff of Milwaukee County, Wisconsin.
35	Please do not consider an "Outsider" who has no idea how to work with the uniqueness of the City and the Department.
36	The chief should be selected on his/her proven track record on effectively managing a large police department, lowering crime rates, proactive police work, well respected by his/her peers.
37	All voices must be heard. The Chief position affects all San Franciscans, not just one community.
38	The San Francisco Police Commission should understand why police officers take the actions they take in the course of their regular duties. The Police Commission should definitely look within the department for its next Chief rather than outside the department.
39	Stop the political correctness and satisfying the especial interests. We are not the Republic of San Francisco.
40	The search should be from within our department because as an internal candidate, the next chief would already know the true strengths and weaknesses to our organization.
41	Leadership abilities and police experience.
42	The police commission needs to know that their understanding of police work is minimal because NONE OF THEM ARE POLICE OFFICERS. Having said that they need to pick a chief that has extensive street experience and has actually been a COP and not just pick someone who is in line with their own political views and agendas.
43	No
44	Adaptability
45	You cannot blame the chief for the actions of a criminal....
46	You have a guy doing the job right now if he's doing a great job why change it.
47	I believe we need someone from within our Department who understands the way the San Francisco government/community works.
48	The police commission should not be allowed to pick the next chief. They are incompetent. I went to a fire commission meeting; the fire commissioner is actually pro fire department. Our police commissioners are not pro police. I would recommend putting a few retired police officers on the board (good beat cops, not retired commissioner officers who are looking to further their political career). Our current commissioners have no clue what we do every day. As a resident of San Francisco, I would prefer someone who has worked the streets and formed positive relationships through their police work.
49	I hope the Commission hires based on the individual's qualifications to do the job and their experience and knowledge related to police work, and avoids selection based on race/sex/political reasons.
50	I believe it will be very difficult to find an appropriate candidate outside San Francisco, even outside California. I think there would be too great of push back from members which would be horrible for morale and distract from the greater purpose which is to get

	<p>this City back on track to fight crime. Gascon is a disaster and has done great damage to this citizens of San Francisco. We need a candidate who understands What the problems are here (hint: it's not racism among the rank and file). You need to hire somebody respected by the members here, that's how you make a positive change. It CAN be an outside candidate, but Dept. members should have a greater voice in the matter than the public.</p>
51	<p>In order for there to be true change in the department the Chief has to be supported by the sworn members. Realistically at this time with all of the issues that have occurred; only a Chief hired from within the department will get that support.</p>
52	<p>I really hope that they consider the most qualified person, not necessarily the most diverse, and not the person who is going to come in and make huge changes. That really backfired with Gascon. We need a chief who has a good reputation. We need someone who the men and women of the SFPD look up to and who represents us well. I think Toney Chaplin is an excellent choice. He has all the qualities of a good chief. I wouldn't wish it on the poor man though.</p>
53	<p>Remember that hiring a Chief from an outside jurisdiction does not make them automatically qualified to institute change.</p>
54	<p>Hire based on what you know, not who you know.</p>
55	<p>Tony Chaplin is the change we need.</p>
56	<p>What the police should be doing versus what a vocal minority desire. If Greg Suhr hadn't cared so much and had so many public meetings where he became a target, he might still be Chief.</p>
57	<p>Hire the best qualified who has education, lots of experience with law enforcement, and commitment to the over health of the organization and the officers. Invest in the education of officer's overall health.</p>
58	<p>The next chief MUST be a credible leader to the current Department members, or s/he will inevitably run into wall after proverbial wall while implementing change. The next chief cannot kowtow to the very vocal, anti-police and must confidently stand up for changes rooted in industry best practices. S/he MUST demand accountability, honesty, and professionalism from officers, while providing them the tools (physical and policy) to do their job effectively. Otherwise, the SFPD will continue to be the laughing stock of Bay Area law enforcement agencies.</p>
59	<p>Hire somebody who isn't persuaded by the media and politicians. Hire somebody who will stand up for each officer he or she commands.</p>
60	<p>Hire outside of our Department! Hiring within is not going to work. Change cannot come from within as the favoritism is rooted too deeply.</p>
61	<p>Emphasize training, and working with other agencies. I think an Assistant District Attorney, (from San Francisco) should be detailed to the academy to teach report writing, court procedures, law, etc.</p> <p>We should also revisit procedures that are easier and less restrictive, (investigative wise). By this I mean that there are a lot of repetitive duties that we perform, (there are too many to list). We should be guided by the general orders only and not department bulletins, (just too many to list). I've always said that if I were to take 1 Sergeant from each district station, and present a basic job type scenario to them, I will get 11 different answers. That is not very efficient.</p>

62	Hire from within. Look what happened the last time you hired someone with no ties to the Department? Do you really want SFPD to be just another resume entry?
63	No comment
64	Choosing someone from outside the organization will likely lead to a repeat of the Gascon fiasco.
65	The new Chief shall have a clear vision and familiar with the current operation system and personnel so he or she will be able to make an informed decision more effectively. The new leader is care enough to break bureaucratic layers and refresh the system and whole community. If a system cannot be fair and transparent internally it is impossible to make appropriate and effective change externally.
66	Select from within or a former member of SFPD
67	We need a strong individual who will back their Officers until after an investigation is done and who can talk to the public without giving in to them.
68	Most of them are horrible people who have no business speaking on police work unless the want to go push a radio car every once and awhile.
69	Finding the right fit, a good person, who cares about the city, the department and not just about themselves. Fair, honest, and a good leader
70	Complex issues the next COP will face and how the experiment of an "outside chief" worked last time. Explore all the options, but San Francisco would be a challenging place for an outsider even IF he had all the cooperation and support he or she needed.
71	Considering our last experience with a Chief hired from outside, the selection should be from within the department for a host of reasons!
72	The City has a poor track record of hiring outside the Department, Gaines, Hongisto & Gascon. Someone from within will ensure a smoother transition and will have more credibility when instituting changes.
73	Forego your political aspirations when making the selection. Be nonpartisan and objective.
74	Hire someone who was actually a Police Officer, not someone who spent their entire career in administrative positions, like Heather Fong, George Gascon, Greg Suhr, etc..
75	Hire someone who can focus on heavily modernizing our police force, and who can encourage a greater number and variety of SF residents (and others from outside of SF or CA) to become a part of our department. Full staffing would be fantastic.
76	The next chief can bring moral of the officers back up and protect us from the Board of Supervisors
77	I was born and raised in this city. Although, I no longer live here, my family has property here. I feel like our city is dirtier than ever and I don't feel safe letting my kids come here on their own. Yet when I was their age I was taking MUNI all over the place, walking from Financial District home to Western Addition....I have an invested interest in this city.... I think Interim Chaplin has done an outstanding job and I think he is perfect for this city and for this department!
78	Currently good change is taking place in the department within the confines of the MOUs. An outside chief who does not understand the MOUs and rights that SFPD officers have (like Gascon) will bring reform and change to a screeching halt. A new chief also needs to look at technological reforms to assist in bringing the department into the 21st century. A first step would be to hire a director of technology who works for the betterment of the department as opposed to her resume and protecting their job.

79	Someone who is fair and competent to manage the police department and manage the politics that come with the job. Showing compassion to the employees and public to restore trust.
80	I know there is a big push for an outside Chief. The last two outside Chiefs failed miserably. The time it takes for someone to learn the politics inside the Department and outside the Department; the time it takes to build relationships and trust within the Department and Community; and the time it takes to learn the history of Department members and community members, is time an outside Chief is not necessarily being effective. My true belief is an outside Chief is a waste of time, money, and energy.
81	Hire the most qualified person. Do not hire some based on the media or politics
82	No political agenda
83	Chose the best qualified candidate not one that fits an agenda.
84	Take your time and choose the best.
85	The police chief should be a person without political aspirations. The chief should be well respected amongst the rank and file, as well as, the community. Good track record.
86	Stay away from "politicians."
87	Someone who is not afraid to crack a few eggs.
88	The nature of policing is changing nationwide. With the advent of camera phones, transparency is key. We can either be a leader in this, or an example of an antiquated system. This is an opportunity, please do not waste it.
89	Dedication to enforcing law fairly across all groups
90	Someone that knows the department, it's history and the city's diversity and different neighborhoods.
91	Start over with just about everything.
92	Do not let Rose Pak decide whom the next chief will be. The city has given her the power to decide too many things. It is time to take back City Hall.
93	I think hiring from outside will be bad because we don't want to be in the same situation were in the position was just used as a stepping stone to be recognize in the city, hiring from within will help because whoever will be pick as the new chief have a good idea of the problems and needs of the department
94	To find a people's person that can relate to the troops as well as communities.
95	The chief is now a political position in SF. You can appoint whoever you want.... But if that person does not have the support of their subordinates... Good luck.
96	Need a strong leader who appreciates everyone's work. RESPECTS and VALUES all members of SFPD.
97	Consider a current member of the Department. Previous attempts to hire outside have resulted in failure. Hire a strong leader who is supportive of the Members as well as able to address the concerns of the community.
98	I would hope that the Commission would choose someone that the officers support and trust. I think that will go a long way in helping to implement the changes that Chief Suhr started. We need someone who knows this city, and how it works.
99	Don't pander to the politics. Chaplin is great, and if he's our most qualified, then he should be chief. But consider intellectual diversity as well.
100	Should hire internally.
101	Hire from outside. Promoting from within doesn't work in a broken system.
102	San Francisco is a very unique city. The next chief should be familiar with the needs of the city from a crime aspect, political aspect and be able to connect with his officers that

	work the streets. The Commission should decide what is most important to the all citizens of San Francisco so we do not end up like other departments who are struggling.
103	No
104	The next chief should be what is best for this department and city. He or she needs to be a leader. They need to be able to inspire and be beyond reproach. I feel what was done to Chief Suhr was shameful. I feel that he was set up to fail. I worked for him as an officer as he was my captain and watched him lead this department with honor. People are often quick to judge us with zero frame of mind on how hard our job is. I trained new officers for several years as an FTO...I have a stake in this department. I always tried to teach new officers the skills needed to be professional and compassionate at all times. We need a chief who keeps all of this in mind. Puts the needs of this department, the need to be professional and to do this job safe and effectively and as such keep the citizens safe.
105	Please hire someone who will stand up for our department and officers.
106	Do not let politics sway the decision. Make it based on the most qualified person for the job!!!!!!
107	Please hire someone who is willing to make changes and not be ok with the status quo. The department needs to change its culture and it can since a lot of the older officers have retired and there are many new academy recruits.
108	Prefer to search for someone more local - i.e. within the surrounding bay area counties.
109	Experience and Knowledge in the Law Enforcement field. Have a strong back-bone. Support the members of SFPD, even if a member has done wrong. To be accountable of the Department's actions. Good Leader.
110	Not their race, gender, or sexual orientation.
111	Please give us someone we can follow. I get this is a time of change but please take a balanced approach.
112	Passion in making positive effective change within the file and rank, department, and community.
113	A chief that will be an independent thinker and not a politician. One who will be able to make changes based on what is best for the department, not what politicians or community leaders think is best.
114	Must be a resident of San Francisco and at minimum have a Bachelor's degree, but should have a graduate degree because 84% of Chiefs around the nation have graduate degrees. (PERF)
115	Yes. Please do not make this a politically motivated appointment based upon false narratives and equivalences that have been perpetrated in the media and other quarters over the last few years. Please select an honest, ethical, experienced police manager who came lead and supervise a well-educated and diverse workforce and population. Do not use race, gender, sexuality or any other litmus test as a factor in your choice.
116	Will a new chief fight to choose his own/capable command staff rather than choosing a staff based on politics, race or what group you belong to
117	Hiring a member from our department who has a working knowledge of our communities, has built a rapport with members, is known for their integrity and willingness to ensure morale between all members- teamwork and communication, professionalism, and decisiveness.
118	Their commitment to implementing necessary organizational changes based on best practices, education and experience, not political pressure & cronyism.

119	Not to be pressured, influenced, or bullied by the POA when making a selection. An outside Chief that would step in and clean house would be a refreshing welcome.
120	I believe that service, justice, and fundamental fairness is what embodies police officers. We need a Chief that can remember the everyday issues that officers face daily. That the hard working men and women of the San Francisco Police Department have to make extremely tough decisions. We need to know that the Chief will stick up for us.
121	Leadership of the Police Department
122	How will the candidate impact the status of PATROL and INVESTIGATIONS in the Department?
123	They should consider hiring from within the department. Acting Chief Chaplin is a qualified for the position and should be considered to remain in the position.
124	Hire someone who truly cares about the community and the members of SFPD, its obvious when they don't and they are politically driven.
125	Outside selections of the Chief of Police have always been a disaster historically.
126	Nothing that I can think of.
127	Ability to be trusted by the rank and file, ability to recognize internal talent, ability to communicate with members to effect cooperation for change. Ability to explain to public what police work entails and why we do what we do, credibility with public, not hiring someone to make change for change sake but make value added changes for the good of society as a whole
128	I would like the Police Commission to take politics out of the equation and not a hire a specific person because that's what a special interest group wants.
129	None
130	Someone who doesn't have all the answers but surrounds himself/herself with those that do and are willing to be forward thinking and acting.
131	Rank and file have far more respect for a Chief who has risen through the ranks as a hard working officer/supervisor. Not someone who has sat behind a desk and taken promotional exams their entire career.
132	Choose the best person for the job not the person who will be perceived as the best by politicians.
133	First, I think Tony Chaplin is a great candidate. Please consider a candidate from within the SFPD first. There is too much resistance with an external person (i.e. Gascon who was a train wreck).
134	pick a person from within the ranks of the SFPD. pick the most qualified applicant from within the SFPD
135	Residency. The new Chief should live in the City and County of San Francisco.
136	Get someone not from here.
137	The next Chief of the San Francisco Police Department should come from within this Department and should NOT have a political agenda.
138	Stay away from favoritism. Nepotism.
139	Make sure this person is an advocate for both the police and the community. That the "us vs. them" mentality is not a part of his/her view. That the person is fair, honest, credible, professional and understands the diverse city we live in.
140	This survey is obviously skewed towards "reform." Many reforms have been made since 2011. Yet crime in San Francisco (measured in robberies, larceny, and burglaries) has increased in proportion to the reforms. Are the reforms working or is the city appeasing advocacy groups?

141	If they are not a warrior, they have no business being chief
142	Consult the leaders and educators of the past in this department and others including retired Chief Ribera.
143	Someone who is transformational and influential and has experience from a large department to move the SFPD forward in the direction it needs to go. The next chief needs to develop relationships with the rank and file, to avoid what occurred with the last outsider, if the commission and citizens expect to improve morale and for the department to achieve its goals.
144	Consider that if you choose a Chief who makes the rank and file Officers happy, you will reap the benefits of a happy organization who will be willing to work for you and the community. If you choose a Chief who, as a whole, we don't like, laziness will most likely ensue (or get worse than it already is).
145	With the body cameras if incident happens to but video out asap so it can decrease the protest and Monday night quarter backing!
146	The best interest of the City from a long term perspective, not a personal political agenda or emotional reaction to a shocking half-truth pushed by media and social media alike.
147	I am very uncomfortable with this survey. I had to prioritize 1-10 before being allowed to complete the survey, but the options are all inter-related. I think that Chief Chaplin has shown himself to be a worthy applicant for the position, he is committed to implementing the reforms Chief Suhr began, and I think he will make a difference.
148	Stay within the department.
149	Make sure the Chief is a viable one that other agencies would also be extremely proud to vet. Make sure the Chief has executive experience including being a successful graduate of the Command College and possibly even a POST Certified Instructor. It would also be great if the Chief has been involved in a Behavioral Science Unit and any other service available to members who may be experiencing PTSD. Should be respected for their leadership and humility and preferably someone who was raised in or once lived in San Francisco, so that the understand the uniqueness and the utmost importance of diversity.
150	Well, the last guy tried to play consistent with regressive SF politics and it ate him up for breakfast. Find someone who will keep the SFPD out of politics, and put it where it belongs. Apolitical wing beholden to no one
151	Level of law enforcement experience.
152	The Police Commission should strongly consider hiring a member of the SFPD as the next Chief of Police.
153	I know it doesn't exist, but a machine that test for common sense would be nice. I believe our next chief should be a battle tested, proven leader, and form a strong bond with his troops, not alienate them.
154	I think that we need to modernize our stations and make them more secure. Station security is horrible at most stations due to antiquated buildings. Make us feel like we are special to you.
155	Do not go outside the department to hire the next chief, they will struggle to gain respect of the departments members.
156	Don't let politics drive your decision. Hire a qualified leader who will gain respect of those he/she will lead. Otherwise, you will fail to make any positive changes.
157	People skills
158	Greg Suhr should be considered as the model of the qualities sought for the next Chief.
159	He must live in SF and hope he tries to get more SFPD members to live in the City

160	Someone who will understand the community and the department
161	Please do not overlook the great bosses we have in the SFPD. Our last police chief from the outside was a disaster.
162	We need an outsider, from a medium sized department that has 100% embraced technology. We need a change at the top. it's old, stuffy and nobody understands the new technology.
163	Is Sheriff Clarke from Milwaukee available?
164	Someone who will support good law abiding citizens and law enforcement and not people who support career criminals.
165	The Chief should be the best one of all the candidates regardless if they come from within or external. If they want to change a so called "culture" then an external Chief should be selected.
166	Strong person who will come out and speak to the public.
167	Think about the general public and not just those who yell the loudest.
168	Toney Chaplin is an excellent choice and should be the permanent chief.
169	Choosing a reasonable police officer that can be a compromise between the commission, mayor and police officers association. Those three are going to be ones that will be working with each other the most.
170	The new chief should be able to accomplish what the public wants by working with the rank and file, not by dictating and alienating them. The chief also needs to be strong enough to withhold judgement on use of force issues until the investigation is completed and stand behind the officer if they are found to have acted lawfully.
171	Keep Toney if he wants the job. Otherwise, find a clone of Chief Brown from Dallas and I think things will be acceptable to department members.
172	Strong leadership and experience in community relationships; possess integrity and humility who will represent the department without being power hungry.
173	Yes, Don't hire someone like George Gascon. He brought in outside views that hurt this city and department.
174	Hiring an "unknown" to the position causes an inordinate delay in getting things progressing. The members need to know the person before blindly trusting and following their lead. Someone whom they already know and respect will allow the Dept. and City to move quickly on implementing any new plans/policies that are put forth. The last "outside hire" butted heads and therefore wasn't able to garner the support or trust needed to lead the Dept.
175	Please pick somebody that will rally the troops and make us proud to serve this city again. Do not hire based on race, do not let the media influence you, and always "no the right thing", even if it is not the popular thing.
176	Fix governance once and for all. Hire two people instead: a civilian chief administrative officer and a Chief of Police, they should be peers and both report to the police commissioner. Our COP is the highest paid in the country, yet we are #17 in terms of size. Work with POA and Civilian labor unions and make sure those groups work with you. Ask for 4dx training for all of SFPD.

	Hey...you asked...
177	More transparency with the troops and not falling prey to the politics in SF should be a must. The troops on the street do not feel supported and morale is low due to the climate sweeping this nation.
178	The selection should come from within the department as real change, affecting the 'culture', and credibility can only be gained by someone intimately familiar with the organization.
179	The next Police Chief needs to be a sworn officer.
180	I think you should consider that most working people do not show up to City Hall to agitate and while those people should have a voice, I think most people support the police and value their work and their lives. See my previous comment about training.
181	The next Chief should be competent and experienced in dealing with the social and cultural complexities that exist with diverse communities within the City.
182	Hire from within the Department.
183	In house and not base it on race. A person that has worked on the street and not a test taker, administrator and someone with credibility.
184	Unfortunately, the political climate in San Francisco would not allow a Police Chief with a strong crime reduction background to be the head of this Department. It would appear, at this time, that the main qualification for any police chief would be the someone who be labeled as a "reformer" or is strong on "accountability." It is what the vocal minority wants and will shout, demonstrate, and cause more disruptions to this City if someone other than a reformer is hired.
185	Don't hire an outsider simply to hire an outsider. We've done that. It doesn't work. If an outsider is hired please make certain they take into consideration the many years of experience of current employees. The chief serves the residents, not the politicians. Make crime prevention, crime fighting, and handling calls a priority. Don't fix what isn't broken. Please fix what is broken. Support your officers in critical decisions they make under stress and in accordance with training and case law. Visit stations and specialized assignments. Career development is non-existent. Please bring this back. Stand with SFPD and not politicians, NONE of whom support us. You can count on the working cops. Please let us count on you.
186	We already have a great one. Chief Chaplin is an excellent leader and I fully support him.
187	Ability to counsel, evaluate and assign his command staff as needed. In other words, does the COP have the capacity to implement a team based on the best fit for the community and its members.
188	Many qualified applicants with impressive doctored resumes will apply but they need to consider if that applicant will be effective in San Francisco political environment.
189	The next Chief should be someone familiar with San Francisco and the Police department, while it is a political position they should concentrate on the needs of the community and also the members of the Department, to be fair and task to collective experience and

	skills of its members as well as the citizens we serve. Decisions should be made thoughtfully and not by political pressures or the media. I would like to add that the Commission while they set policy should also be thoughtful and careful decisions and try to avoid making them under political pressure. Thank you
190	A chief that understands the diverse nature and liberalism of San Francisco and SF residents. One that is comfortable with the diversity of the Police Department itself
191	Hire Acting Chief Chaplin or someone within the department.
192	Lowering crime rates and VICTIM'S RIGHTS should be the priority.
193	Hire a chief that will stand up for its officers. That will have our back. We, the patrol officers are the back bone of the department. I miss the days of the Chief Fegans. Morale was good in those times. The morale of the department is bad right now.
194	We need a chief who is strong enough to do what is right for the department and stand up to the community to explain why that is so- someone who won't let the special interest groups run the department.
195	* Can stand up to the POA and Mayor Lee. * Not part of Suhr's legacy (Sainez, Redmond, Chaplin).
196	The hiring of the next Chief of Police will be inevitably politically driven. I do not anticipate that that can be avoided. My only hope is that candidates will be evaluated on the grounds of being able to fill the needs of the Department. We need a leader who will stand by us and who can address community concerns at the same time.
197	Commission, the individual you consider should be someone that gives you a strong feeling of "THIS is the person I would want to lead the SFPD!" Don't settle. Don't go with someone you think could fill a role. Instead, select the person who inspires YOU because you see a LEADER, a compassionate person, a realist, someone who can be fair and impartial and provide the common sense stability to steer the department into 21st Century policing principles. The individual should have the ability to bring the department members together for a common goal while also balancing the needs of the SF community. The individual MUST be able to understand all aspects of how community and law enforcement must work TOGETHER to resolve any issue/concern that affects EVERYONE.
198	They must meet or exceed the amount of commitment that Chief Greg Suhr put into youth and community engagement. The new chief must be willing to hold their ground when dealing with the public and not cave into misleading ideas of irresponsible citizens of San Francisco.
199	Hire an internal candidate, or someone who once worked for SFPD. Hire someone who wants the job.
200	The police commission should look at their failures to implement modern and responsible policies that keep officers and citizens safe. The police commission is responsible for needless officer involved shootings because they have failed to implement tasers and allowed their usage in a responsible manner. They are tying the hands of officers and passing the buck onto line officers for their failures to be proactive when it comes to technology, workable policies, and dealing with a crime infested city where people don't hesitate to resist or assault officers. Your recent policies are going to get officers hurt and killed.

201	Somebody who has the respect of the rank and file, speaks well (articulates and intelligently) as the chief is the face of the department, can make a decision, will not bend to political pressure and will stand up for what is right and support the officers despite the political pressure instead of fearing of losing his/her job. Race/Gender/etc. should not be a factor! Best Qualified no matter what.
202	Character and integrity are critical. The Chief must lead by example.
203	Promote from within to encourage and maintain high morale within the sworn ranks
204	A strong-willed person.
205	Consider that historically appointing a chief not a member of the department has proven unsuccessful.
206	Select a Chief that will support the decisions and actions of the rank and file.
207	Morale is at an all-time low. We need a true leader that can reignite the spark in us and have us be proud to be SFPD again
208	Some who cares about doing something to improve the school resource program. It starts with the children of SF
209	That the Chief should be a resident of the City. If you don't live here, you don't really care about here.

Email Input



August 25, 2016

Mayor Edwin Lee
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San Francisco, CA 94102
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Via Email

Re: Search Process for Permanent Chief of SFPD

Dear Mayor Lee:

I am writing you on behalf of the American Civil Liberties Union of Northern California ("ACLU") to express concerns that the ACLU has about the search that is going on now for a new Chief of the San Francisco Police Department. The Search Team has prepared and circulated a strong and compelling statement of what qualities San Francisco is looking for in its new Chief: "a visionary leader, able to communicate the need for and create long-lasting and systemic change.". The ACLU applauds the City for this clear statement, which we believe encapsulates exactly what is needed for SFPD and the City at this moment in time.

As the Search Team statement recognizes, San Francisco is not alone in this movement towards reform. Cities around the country have grappled with these issues and have already implemented significant reforms and new best practices. The federal government has taken a leadership role, both in its reports (such as the President's 21st Century Task Force Report) and in the work of the Department of Justice's Civil Rights Division and COPS in working with cities in crafting and putting in place significant changes in policing practices.

Given this unprecedented national attention to police reform, the hiring of a new Police Chief presents San Francisco (and you as Mayor) with an exciting and historic opportunity to achieve another goal stated by the Search Team – to put SFPD "at the forefront of the movement in law enforcement to embrace thoughtful, collaboratively-crafted comprehensive reforms". Because this is a national movement for reform, it is important that the City be especially proactive in making sure that the search process is nationwide in scope, and that experienced police leaders in other communities around the country that have experience in implementing these reforms, and have demonstrated a recognized leadership role in this national movement, are encouraged to apply. The goal of creating significant reform in SFPD will be undermined at the outset if the process of hiring a chief does not reflect the City's

commitment to finding someone who can provide leadership in a time of great change, and signal that there will be strong support for a new Chief's reform efforts from the political leadership of the City.

While we know that this is both the stated intent of the search process that is underway, we believe that there have been mixed messages sent out that could lead to, and in fact have had the cumulative effect of, creating an impression – among some potential applicants and among members of the community - that applicants from outside the Department will not be given equal consideration. In today's San Francisco Examiner¹, Dr. Cedric Alexander, the Chief of the DeKalb County Police Department in Georgia, and one of eleven police officers who served on the President's Task Force on 21st Century Policing, raised concerns about whether the City is leaning towards an internal choice, and stated that he has not decided whether to apply. Dr. Alexander, and other recognized leaders and police executives, are certainly people that should be in the applicant pool, and the City should take immediate (and even extraordinary) steps to dispel any misperceptions and doubts about the desire in this City for strong new leadership.

Some examples of factors that may have contributed to the perception that officers that are outside the department will not have an equal playing field include the following:

- The City has a long history of not hiring chiefs from outside the Department – only two chiefs from outside have been hired in recent decades.
- A few days before Acting Chief Toney Chaplin announced that he was applying for the job as permanent Chief, the Police Officer's Association announced their support of Chief Chaplin for the permanent position over social media. While the POA certainly has the right to support someone for the job, they coupled their support with the blatantly false claim that the Mayor supported Toney Chaplin for permanent chief. I do not believe that that claim has ever been corrected by the POA, although it has been by your office.
- An on-line poster was circulating that creates a similar impression. (a copy is attached) The poster has the SFPD logo and the banner headline reads "WELCOME CHIEF CHAPLIN!" and announces a "Special Reception" September 1 at Northern Station "for our new San Francisco Chief of Police, Toney Chaplin." September 1 is one day after the application deadline closes. One wonders if those attending that reception (the public is explicitly invited) will be aware that the selection process is just beginning rather than a done deal.
- Former Chief Greg Suhr came out in support of Toney Chaplin but in doing so he was quoted as saying that hiring the local candidate was a better choice than hiring an outsider "who just comes for the salary(over \$300000 a year) and to be a chief in a major city²"

I am aware that you addressed the issue of the search in your remarks on KTVU on Tuesday night and distinguished your full support for Chief Chaplin in his role as interim Chief from the search for a new chief. You were quoted as saying that you "have to honor the process that the police commission

¹ <http://www.sfexaminer.com/chief-search-turns-sfpd-inside/>

² <http://www.sfchronicle.com/bayarea/nevius/article/Acting-SFPD-chief-is-ready-for-the-role-mostly-9157030.php>

is leading" But in view of the closing of applications on August 31, 2016, we would strongly urge you to take additional proactive steps to reaffirm the City's interest in having strong police leaders from around the country submit applications.

For example, you could make a clear statement that all candidates, whether they are presently members of the Department or not, will be given equal consideration, and that you encourage interested candidates from around the country to submit their applications. Also, you could directly reach out to certain qualified candidates who have been identified in the search process but who have not yet applied. In fact, the Search Team acknowledged that several very well-qualified candidates were reluctant to apply because of concern that there was a predisposition to favor the inside candidate. The list of five outside candidates in the letter from Officers for Justice dated August 22, 2016 is an excellent one: Chief Charles Ramsay (Ret.), Director Ron Davis (COPS Office), Chief Robert C. White (Denver Police Department) Dr. Cedric Alexander (DeKalb County Police Department) and Deputy Chief Mali Aziz (Dallas Police Department). Any of those individuals who have not applied merit such a call from you. For the chief executive of the city to reach out to such prospective and highly qualified candidates to dispel concerns about favoritism and the fairness of the process would be a signal not just to the candidates but to the San Francisco community of your commitment to finding a "visionary leader" and to moving San Francisco to the "forefront" of the national movement for police reform. Reaching out to encourage highly qualified candidates to apply is certainly a standard procedure for searches in the private and nonprofit sectors, and it would seem that the stakes are even higher in this case to insure as broad and deep a pool of qualified candidates as possible.

Furthermore, given that the deadline for applications is only six days away, extending that deadline for a short period of time would underscore the City's determination to attract the very best applicants for this most critical and difficult position.

In our view, by taking these steps, or others like them, the City will not only be proactively trying to insure the broadest possible pool of qualified candidates, but it will promote community acceptance for your final decision and reduce the potential for further divisiveness and polarization around police issues that have been such a constant element in public discussions, particularly since the death of Mario Woods. Therefore, The ACLU strongly urges you to take additional and immediate steps to clear the air and to underscore the City's commitment to a search process that is commensurate with the ambitious goals that have been so clearly articulated in the Search Statement.

Thank you for your consideration.

Very truly yours,



Alan Schlosser
Senior Counsel

CC: Members of the Police Commission
Chief Gary Peterson, Search Team
Heather Renschler, Search Team
Chief Greg Nelson, Search Team

David Villa-Lobos added a new photo to Gary Delagnes's

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WELCOME CHIEF CHAPLIN!



SPECIAL RECEPTION, SEPT. 1 @ 6pm
Join us in a welcoming reception for our new SF Chief of Police, Toney Chaplin. The event is open to the public.

Northern Station Community Room
1125 Fillmore Street (at Turk)

Contact:
admin@communityleadershipalliance.net

communityleadershipalliance.net

Teresa Heple

From: Eric Whittington <birdbeckett@yahoo.com>
Sent: Thursday, July 28, 2016 4:09 PM
To: Info
Subject: technical glitch in SF Police Chief survey

On the first first page of the survey, I ranked the issues in order of importance to me, then hit next, and then hit the back button to check how I had ranked something-- and found the rankings had all defaulted to 1-10 in order instead of the order I had assigned. I gave up and abandoned the survey. Please fix. I'm using a pc if that matters.

Eric Whittington
415-586-3733

Teresa Heple

From: zruəwəɔd ɪəɔɔ <doajig@earthlink.net>
Sent: Thursday, July 28, 2016 11:22 AM
To: Gary Peterson
Cc: Teresa Heple; Kilshaw, Rachael (POL); Tes Welborn
Subject: Re: Major problem with the survey

Hi Gary,

Thanks for the reply.

I tried it on three browsers on my iMac, two browsers on a friend's Mac laptop and Safari on an iOS iPad all with the same resulting problem when I hit the PREV button. Perhaps it's a Mac thing or the way we have our cookies set. But I am quite concerned. Have you tried it on more than your system? Please try it on a few. I am getting the problem consistently. Thanks.

As for content, I appreciated the box after each category, but that misses my point. It's like putting a "free speech area" in a fenced lot five blocks from where the action is—which has indeed become a common occurrence. You did not respond to my remarks about ranking being inappropriate for good traits. You also noted that the Commission wants transparency in evaluation, which is all well and good, but seeing transparently what is being done is not the same as making it effective.

Joel

> On Jul 28, 2016, at 10:58 AM, Gary Peterson <gary@ralphandersen.com> wrote:

>

> Joel,

> Thanks for your comments. We provide a comment box after each category so that respondents were not pigeon-holed into the responses we provided. We just tested the survey after we received your comment, and did not have a similar problem. The Commission is encouraging community participation to ensure transparency in the evaluation of attributes and characteristics of candidates for the Chief of Police position. Again, thank you for your thoughtful comments.

> Gary

>

> GARY PETERSON

> SENIOR CONSULTANT

> Ralph Andersen & Associates

> (916) 630-4900

> gary@ralphandersen.com

> www.ralphandersen.com

> 5800 Stanford Ranch Road, Suite 410

> Rocklin, CA 95765

>

> -----Original Message-----

> From: Teresa Heple

> Sent: Thursday, July 28, 2016 10:34 AM

> To: Gary Peterson <gary@ralphandersen.com>; Hillari Bynum <Hillari@ralphandersen.com>

> Subject: FW: Major problem with the survey

>

> FYI I haven't responded.

>

> -----Original Message-----

> From: Joel Pomerantz [mailto:doajig@earthlink.net]

> Sent: Thursday, July 28, 2016 10:31 AM

> To: Input-SFPC <Input-SFPC@ralphandersen.com>

> Cc: NOPNA <board@nopna.org>; Tes Welborn <tesw@aol.com>

> Subject: Major problem with the survey

>

> Dear Good People,

>

> I have just attempted the SFPC online survey and have found some functional problems that require immediate attention. I tried this in multiple browsers with the same results.

>

> When I use the PREV button, all my choices have been re-sequenced to make them 1 through 10 (or 8) from the top. That is *not* how I ranked them. This may mean the survey results must be entirely ignored as useless. Even if that bug doesn't occur without the use of the PREV button, it is a sign of a problem that skews the result.

>

> Since you have to trash this result anyway, I recommend some changes to the underlying methods of the survey.

>

> "Leadership qualities", "Personal attributes" and some of the other pages use a ranking requirement. While ranking *priorities* is reasonable by definition (though it would be better to have the option of making items of equal priority), it will not produce actionable data to have the public rank the importance of *good* attributes and qualities because they are all needed to a high degree. To the extent that they vary in a candidate or vary in how much we wish for them, it is not reasonable to deprioritize any to lowest rank.

>

> I find the survey is all-too-standard and carries on many of the assumptions that are the root problem in many city agencies including in law enforcement. Our institutions do not recognize that we need to reinvent and innovate the system to a very great extent. Part of this is that we need to decide as a city whether we are willing to be creative outside previous traditions.

>

> We must find ways to dismantle the police culture that encourages police to protect one another no matter what (even when moral, ethical or legal lapses enter in). We need to stop allowing use of force (deadly, e.g.) as an early option. We need to untrain many recruits who come from military service where they have become used to the idea that anyone who disobeys them is treated as a threat. We need to see that a culture with police considering themselves the final arbiter is an extreme last resort in any situation.

>

> If we are to be truly innovative, we need to implement use of NO FORCE training. We need to see that violence is not for solving things but just for dispensing with the problem, even when it is intended for use within trained guidelines. We need to prioritize nonviolent solutions within and outside the police department. We will never have a calm, welcoming urban culture as long as police feel they can do what they want with impunity as long as the others involved are the poor or powerless on the one hand or other cops who have their back on the other hand. All chiefs will fail if they continue the model we have now. All urban bets are off if we rely on military culture to police our world.

>

> There are some things the police should not do but some entity has to attend to, such as give people hope, support, and access—basic political fairness. We need systemic solutions that bring better-suited agencies to attend to people in drug or alcohol, lifestyle or economic crises. We need functioning schools and service agencies. Just because we haven't enough funding doesn't mean we should throw the police and jailers at every problem. If we do, we create more chaos. The police become just a way of controlling the chaos to promote the comfort of the few rather than a solution or a service to us all. In the long run, as can be seen nationally right now, this chaos-controller role is counterproductive.

>

> Thank you for your attention, and for seeking innovative new ways to serve and poll the public. Please present a survey that allows something more than the very circumscribed input the current survey seems designed for.

>

> Good luck to you and us all,

> Joel Pomerantz

> San Francisco

Teresa Heple

From: Michael Darnaud <mdarnaud@gmail.com>
Sent: Tuesday, July 26, 2016 3:13 PM
To: Input-SFPC
Subject: Survey

Your questionnaire was too long and repetitive. I predict you will get fewer answers.

Teresa Heple

From: Mythili Devineni <mythilidevineni@yahoo.com>
Sent: Tuesday, July 26, 2016 4:27 PM
To: Input-SFPC
Subject: Input for selecting next police commissioner

Hi - I filled the survey, but forgot to add comments in the last page of the survey.

#1 on the list of issues that new police commissioner should deal with — homelessness and the amount of drugged up/ alcoholic homeless people that are unfortunately everywhere in San Francisco. The Police should figure out the best way to engage communities and use public/private money to provide better options for homeless people while also ensuring the safety of others. It is unclear to us how we can help the homeless people, as simply handing out money is not effective. And we don't feel safe walking on the streets either.

Tell the citizens how we can help, and how we can collectively solve the problem.

Thanks,
Mythili
Resident of TenderNob neighborhood (Van Ness x Sutter)

Teresa Heple

From: Yakubovich, Nikita <Nikita.Yakubovich@ucsf.edu>
Sent: Tuesday, July 26, 2016 5:34 PM
To: Input-SFPC
Subject: surve

I quit in the middle
Survey should not be more than 1 page long.

Teresa Heple

From: Ruth Yeson35 <sfo2paris@yahoo.com>
Sent: Thursday, August 04, 2016 7:55 PM
To: Input-SFPC
Subject: SFPC Survey Response

We're asking cops to do too much in this country. We are. You're asking us to do too much. --Chief David Brown, Dallas Police Department, July 2016

Brown, speaking into the world media's bullhorn that magnified a plea into a shout, noted that Dallas police have been asked to shoulder every single "societal failure," from mental health to drug treatment to, even, the failure of the public school system and the fact that kids in southern Dallas are being raised by single moms. -- Dallas Morning News, July 11, 2016

I am responding to the San Francisco Police Commission's invitation for community input in the recruitment for a new police chief. Please see the above quotes for a succinct interpretation of my No. 1 priority. For further elucidation, please see below.

I agree with all other attempts to improve the SFPD but the community, including politicians, residents, corporations and government, needs to do a better job and assume more responsibility for resolving issues before they turn into police calls. Those failures eventually turn into problems that we simply expect the police to handle, while we sit back, oblivious, in our comfort zones and point fingers when they fail to reach perfection. (I know, I know, there are some bad police officers out there, some are power and control freaks, some think they are God's greatest gift to all mankind, but I also know that we have a lot of good, honest, upstanding officers who are trying to help and protect our residents while upholding the law and preventing us from slipping into anarchy.) It shouldn't be all on them as it is now, it should be on all of us.

We expend significant resources on so many things that are just not working, the most obvious of which is the homeless and mental health problem (about \$20 million a month!), the failure of our school system to educate all of our children (\$\$\$\$), the drug problem (\$\$\$\$) and the breakdown of the family unit (\$\$\$\$), just to mention a few. Income inequality (\$0) is in another category but it is just as relevant. Everyone in our community needs to own these failures before pointing fingers at the SFPD, which issues should not even be theirs to resolve in the first place. We expect the police to handle our imperfections, our failures, while on the other hand we seemingly hold them to a much higher standard than we expect of ourselves. We all need to do some preventative work in order to make our community stronger and better.

On another related issue, johns need to be held accountable for their further sexual exploitation of those females who are already being brutalized into selling their bodies. Johns are not being held accountable for the perpetuation of the psychological, emotional and physical damage for which they are responsible. We are so nice to johns! They do so much harm! Why cannot we be just as compassionate, even more compassionate, to the very young girls, and then mature women, who are being prostituted. After all, johns are the only reason why human sex trafficking exists, the only reason why pimps and sex traffickers exist, for without demand, there would be no supply, no pimps, no sex traffickers.

Please also remember that these young girls grow up and sometimes become mothers if they live long enough. If these future mothers (yes, they are human beings, not just a collection of body parts) have known only brutality during their young lives, how do we expect them to raise children who think the world is a just and fair place, if that world has not been just and fair to them. In a panel discussion regarding juveniles, Ersie Joyner, Captain, Oakland Police Department, commented: Change the lives of young girls and you change the community.

I'm begging whoever is listening, particularly the new police chief, to please do something to protect these young girls, and sometimes young boys, from john-predators. We can start with something as simple as speaking out, loud and clear, against johns and their sexually exploitative behavior. We need to let it be known that, here, in the 21st century, in America, in California, in San Francisco, sex slavery does exist and continues to flourish.

Teresa Heple

From: Commander Tim Hampton <wordpress@ralphandersen.com>
Sent: Wednesday, August 17, 2016 9:40 AM
To: Info
Subject: SFPD Chief position Information Request

From: Commander Tim Hampton <hampton5289@gmail.com>
Subject: SFPD Chief position

Message Body:

Ralph,

I am not sure what SFPD is looking for, but I have written a book on Proactive Policing Leadership, which I can make available to you. If you read the book I believe you would understand my beliefs on policing strategies for large cities. I have 31 years experience in LE with 9 years at the command level in Phoenix, AZ. I really don't want to waste my time if I am not what they desire. Police chief processes have become very political, but I can deliver.

Dr. Tim Hampton
602.908.5081

--

This e-mail was sent from a contact form on Ralph Andersen & Associates (<http://www.ralphandersen.com>)

Teresa Heple

From: Commander Tim Hampton <wordpress@ralphandersen.com>
Sent: Wednesday, August 17, 2016 9:42 AM
To: Info
Subject: SFPD Information Request

From: Commander Tim Hampton <hampton5289@gmail.com>
Subject: SFPD

Message Body:

Ralph,
I forgot to send you the link to my book.

<http://curriculumtechnology.com/index.php/catalog/books/Proactive-Policing-Leadership>
Tim Hampton

--

This e-mail was sent from a contact form on Ralph Andersen & Associates (<http://www.ralphandersen.com>)

John M. Crew
1743 Sanchez St.
San Francisco, CA 94131
(415) 793-4146
johnmikecrew@gmail.com

via e-mail

August 1, 2016

Ms. Heather Rescher, President/CEO
Chief Gary Peterson
Chief Greg Nelson
Ralph Andersen & Associates
5800 Stanford Ranch Road, Suite 410
Rocklin, CA 95765

RE: San Francisco Police Department Chief Search and Recruitment

Dear Ms. Renschler, Chief Peterson and Chief Nelson:

I am writing to provide input on the "Outreach and Recruiting" phase of the search for a new chief of police for San Francisco. I have reviewed the "Search Work Plan" included in your June 2nd proposal to the City and County of San Francisco and available from the Police Commission on-line. I have a number of concerns — based only on that document — about the focus and scope of your efforts. I realize that since that proposal was first prepared and submitted the Work Plan may well have been modified to be more tailored to San Francisco's particular needs. *I apologize in advance if some of my suggestions have already been addressed.* I figure "better safe, than sorry!"

Like with all searches, a strong applicant pool made up of diverse candidates from a variety of backgrounds will better inform the ultimate selection. Beyond that, as with many other major police agencies, the SFPD has faced significant challenges and controversies over the last few years. The more this search is perceived by the public to be thorough and appropriately broad in scope, the greater the initial public confidence in the new chief — whomever it is and whether or not it's an internal or external hire

I am writing as a 37-year resident and taxpayer in San Francisco and the father of two young adults of color. I have a very strong desire — for the sake of my kids, their friends and our community — for our police department to make a variety of significant improvements in the years ahead, especially in its relationships with young African Americans and Latinos. In addition, I am recently retired from a career spanning three decades focused on improving police practices at the local, state and national levels. I am very familiar with both the SFPD and most of the national law enforcement professional associations as well as various related government agencies, consultants, non-profits and scholars working in this field. In 2015, I was retained to conduct the recruitment for a position targeting highly experienced, progressive law enforcement executives from around the country as the optimal candidates. (The contact information for various suggestions below dates back to spring of last year when I conducted that search.) My contacts and professional networks from these experiences may or may not overlap with yours. Again, I'm offering them just in case they don't (and with apologies if they do!)....

A NATIONAL — NOT A "CALIFORNIA-FOCUSED" — SEARCH

I was surprised to read on the "Project Cost" sheet of the proposal that the recruitment efforts "... will be national in scope with a focus on California." I am hoping that was mere boiler plate taken from

proposals for searches conducted for smaller jurisdictions your firm has conducted. A California-focused recruitment effort will reach far too few of the most qualified candidates for San Francisco.

Per the recruitment brochure, San Francisco is specifically seeking candidates with significant management experience in “a large metropolitan police agency.” The vast majority of those agencies are *not* located in California. SFPD is the 18th largest domestic police department (based on number of sworn personnel). Of the top 50, only three others are located in California. Certainly applications from Los Angeles, San Diego and San Jose should be encouraged but to get the word out effectively and attract qualified candidates from around the country, recruitment should focus on the top 50 jurisdictions whether or not they happen to be in California.

ADVERTISING — FORMAL OUTREACH

The Work Plan says the outreach and advertising campaign “will include the placement of ads in publications such as the International Association of Chiefs of Police (IACP), California Police Chiefs Association and California Peace Officers’ Association (CPOA).” Again, those may well have just been listed as boiler plate examples, but I would respectfully suggest that these are not likely to be the most productive placements for this particular position as described in the brochure.

IACP is made up overwhelmingly of much smaller jurisdictions and while I am certain there are “progressive reformers” (per the ideal candidate description) among their members, IACP as an organization has taken a strong public positions in *opposition* to progressive reforms San Francisco has already embraced. (IACP was highly critical of the Police Executive Research Forum’s — PERF’s — “Guiding Principles on Use of Force” upon which SFPD’s recently adopted policy reforms were based.) Similarly, Cal Chiefs is also an association — in membership and leadership — of chiefs from much smaller police departments. The CPOA is not an organization aimed at police executives and their leadership is also mostly from smaller jurisdiction. The CPOA on-line “Career Center” is currently made up overwhelmingly of notices for entry-level police officer positions. (The only management listing is for a Deputy Chief position with the DMV).

I’d suggest the top priorities for advertising and outreach for the SFPD Chief job should instead be:

1. MAJOR CITIES CHIEFS ASSOCIATION (MCCA) whose membership includes the 68 largest US agencies. Their executive director, Darrel Stephens, should be asked to email the SFPD brochure to his all his members. (Darrel is the former Charlotte police chief and a very knowledgable and helpful guy. I recommend one of the Police Commissioners contact him to pick his brain about possible “up and coming” candidates in the profession he’s come across or “progressive reformer” chiefs who may be ready for new challenges in another big city. He’s at: stephens@majorcitieschiefs.com.)
2. PERF, the leading police “think tank” for progressive reform. The job notice should be posted (for free) on their Career Opportunities page and sent to their e-mail list (for \$500). Contact Balinda Cockrell — bcockrell@policeforum.org. (If it has not happened already, I strongly recommend a Commissioner contact PERF’s long-time head, Chuck Wexler, about possible “star” potential candidates he may be aware of who should be recruited personally. PERF conducts chief searches for big city departments but I assume Chuck would be willing to share his ideas. PERF knows SFPD well not only from recent “use of force” policy reform but from an organizational assessment several years ago and a racial profiling study.)
3. NATIONAL ORGANIZATION OF BLACK LAW ENFORCEMENT EXECUTIVES (NOBLE), who have now solidified their status as a leading organizational voice in the profession nationally and whose membership includes a number of the most sought-after “reform” executives in policing. A paid listing on NOBLE’s jobs page should be purchased. (I don’t recall the price — maybe \$300?)

Contact Wilmae Leach in their national office — (703) 658-1529 or direct at (703) 269-3756, wleach@noblenatl.org. (I don't know the NOBLE current leadership but one of my mentors — a former chief — is their former executive director, remains very active in the field as a consultant and would have good leads for possible top candidates. Let me know if you'd like his contact information.)

4. NATIONAL ASSOC. FOR CIVILIAN OVERSIGHT OF LAW ENFORCEMENT (NACOLE). While primarily a civilian oversight professional association, progressive law enforcement executives are often associate members, attend their conferences and trainings and use their job postings site for law enforcement positions. NACOLE-connected candidates may be particularly comfortable with San Francisco's strong, dual system of civilian oversight. Job postings cost \$300. Contact Liana Perez, NACOLE Director of Operations at LPerez.17@msn.com or info@nacole.org or (317) 721-8133. (NACOLE President Brian Buchner may also have ideas about particularly strong candidates — buchner.brian@gmail.com or (310) 909-3433, cell.)

OTHER OUTREACH

There are a number of people — because of their positions, roles and associations — who have highly informed vantage points and extensive connections throughout various informal networks of progressive law enforcement reformers around the country. These are people who, upon reviewing the brochure, are likely to have specific candidates who come to mind who might be a good fit for the San Francisco opportunity at this moment. They might also have other ideas about how to best spread the word. The first three below might also be encouraged to apply given their strong qualifications. I hope either individual Commissioners or you will reach out to at least some of these folks —

1. RON DAVIS, U.S. DOJ, COPS Office Director. As the head of COPS and the lead staffer on the President's 21st Century Policing Task Force, Ron probably knows more than anyone about "best practices" reforms and who the leading and emerging reformers might be around the country. He's also a former chief himself who successfully turned around the historically troubled East Palo Alto PD, a long-time leader in NOBLE and experienced Captain in the Oakland Police Department. With his COPS tenure coming to an end when the Obama administration leaves office, it's at least possible he might be interested in returning to the Bay Area (where his wife, a deputy chief for the BART PD, recently retired). It doesn't hurt to ask!
2. DR. CEDRIC ALEXANDER, Police Chief DeKalb County (Georgia) PD, 47th largest US police department (1,112 sworn), immediate past president of NOBLE, appointed to the President's 21st Century Policing Task Force, with a doctorate in clinical psychology, a masters in marriage and family therapy, author of articles on police stress and burnout, publicly reported to be a finalist for the Chicago police chief's position.
3. DEPUTY CHIEF MALIK AZIZ, Dallas PD, 7th largest (3,500 sworn), national Chair of the National Black Police Association, publicly reported recently as a finalist for other big city chief jobs (San Antonio, Phoenix, Tucson?).
4. PHILLIP ATIBA GOFF, co-founder of the Center for Policing Equity, now at John Jay College of Criminal Justice in New York (formerly at UCLA). Seemingly well-respected and connected in national law enforcement circles.
5. TRACIE KEESE, Deputy Commissioner of Training, NYPD, co-founder Center for Policing Equity, former Denver PD Captain — also well-respected and connected. (Maybe a good candidate for the *next* SFPD chief search!)

6. NORM STAMPER, former Seattle police chief, author of new book (his second), *To Protect and Serve — How to Fix America's Police*.
7. SAM WALKER, criminologist, University of Nebraska, Omaha, long-time leading scholar and author on police accountability (www.samuelwalker.net) .
8. U.S. DEPARTMENT OF JUSTICE CIVIL RIGHTS DIVISION . By my count, 20 of the largest 50 US police departments are either going through or have already completed comprehensive reform efforts with the Department of Justice. Only three of those involve COPS Office Collaborative Reforms. The other 17, involve “pattern and practice” decrees based on investigations nearly always voluntarily invited by local police officials. There is now enormous and widespread “best practices” expertise and leadership in major jurisdictions that have gone through these processes and the Civil Rights Division might be a valuable resource for identifying candidates particularly well-suited for SFPD just as it is moving through the early stages of its process with the COPS Office. I recommend either Civil Rights Division head, Vanita Gupta or long-time career lawyer and “best practices” expert in the Special Litigation Section, Christy Lopez.
9. NEILL FRANKLIN, Executive Director Law Enforcement Against Prohibition (LEAP), former Maryland State Police commander. While LEAP’s specific mission is highly relevant to the particular challenges in this era of sentencing reform and possible marijuana legalization, his connections extend to other reformers in law enforcement.
10. DR. DAN ISOM, criminologist, Professor of Policing and Community, University of Missouri, St. Louis, former St. Louis police chief.
11. BARRY FRIEDMAN, head of the Policing Project at NYU Law School. A relatively new project focused on “democratic policing” with particular interest in public, civilian policy-making systems like San Francisco’s Police Commission. He might know of police executives particularly comfortable with and supportive of working closely with similarly-empowered civilian bodies .
12. DAVID HARRIS, Univ of Pitt law professor, long-time leading scholar and author on racial profiling problems and solutions, with strong working relationships with progressive partners among law enforcement executives.
13. NATIONAL CENTER FOR WOMEN AND POLICING . Has shrunk in size and relevance considerably since the retirement of former Portland chief, Penny Harrington as its head. Still operates a very small job board. www.jobs.feminist.org/job-tag/police/ Hard to say if it’s worth contacting them — Feminist Majority Foundation, (703) 522-2214 .
14. NATIONAL ASSOCIATION OF WOMEN LAW ENFORCEMENT EXECUTIVES (NAWLEE) . Also operates a slightly larger job board. I do not know how “connected” they are nationally. Contact — Executive Director, David Weisz — (847) 404-8189, info@nawlee.org .
15. HISPANIC AMERICAN POLICE COMMAND OFFICERS ASSOCIATION (HAPCOA) — SF job notice already posted! Great!!

CALIFORNIA P.O.S.T. PEACE OFFICER CERTIFICATION?

I was confused by the brochure’s suggestion that California peace officer certification is “required by” POST. This issue came up recently in Oakland where, as I understand it, POST first made that assertion publicly only to be forced to admit they were in error after the Attorney General’s Office issued a statement to the contrary. The law requiring POST certification for California police chiefs does not

apply to charter cities where, under the state constitution, "home rule" principles apply. Like Oakland, San Francisco is a charter city.

I'm not sure of the practical implications of San Francisco *choosing* to require California POST "peace officer" certification. Would it involve unnecessary delay, hassle or training unrelated to a big city chief's management responsibilities? I don't know. All qualified candidates from around the country will be highly experienced law enforcement professionals certified as "peace officers" by POST-agencies in other states. Does non-legally required re-certification (if it involves delay and hassle) serve any practical purpose for a big city chief in California? When Bill Bratton came to Los Angeles (another charter city) as police chief after his first stint as NYPD Commissioner, was he required by the Police Commission there to become certified by POST as a California peace officer? If not, why would the San Francisco Police Commission make this a requirement? Perhaps those more familiar with chiefs of police in big cities being hired from other states — a now quite common phenomenon — would know how this is usually handled. If you don't know, I imagine Darrel Stephens at MCC or Chuck Wexler at PERF would. If the POST-certification process for an experienced out of state police executive involves neither delay nor hassle, I apologize for raising this. I'd just hate for a legally unnecessary "requirement" to be a deterrent to otherwise qualified applicants.

Thank you for considering my suggestions. If you have any questions or think I can be of any assistance, please do not hesitate to contact me.

Sincerely,



John M. Crew

cc. Members, San Francisco Police Commission