Discovery and Research Summary

San Francisco Police Department

08/06/2018

OUTLINE

- Project Goals
- Purpose
- User Research Activities
- Usability Research
- Findings, Recommendations & Themes
- Next Steps

PROJECT GOALS

Effective Audience Communication

- A platform to build trust and transparency and supplement communication with the community
- Provide relevant, accurate content in a timely format

Messaging and Branding

- Align messaging and visuals with the SFPD brand
- Custom visual vision for the main website and individual district stations

Best-in-Class Experience

- Fully responsive for access on any device
- Visually compelling and user-friendly

User-Focused Structure

- Organize the content and information in a logical, easy to navigate structure
- Provide optimized pathways for task completion

Easy Website Content Management

- Utilize Drupal 8 to create an easy-to-use content management experience for SFPD employees and editor's employees

PURPOSE OF DISCOVERY AND RESEARCH

Assimilating goals and needs of the **organization,** overlapped with those of your **audience,** can produce **powerful insights**.

Deriving insights and learnings that intersect to drive data-driven decisions, establishes a scientific approach to constructing the UX Framework and Visual Approach.

Organization
Goals
Issues
Mission
Vision
Benchmarks

Audience
Who
Needs
Actions
Interests
Focus Groups

UX and Web Best Practices
Drive Interest
Audience Appeal

User Research

Usability Research

1:1 Usability Interviews
- **Dates:** 4/24 - 5/11 (2.5 weeks)
- **Total Interviews:** 23 individuals

Behavioral Analysis
- **Dates:** 4/12 - 5/5 (3 weeks)
- **Analytics:** 3-6 month snapshots
- **Total User Session Recordings:** 300 recordings
- **Total Heatmap Page Views:** 1,000/page x 3 pages = 3,000
  - **Pages included in heatmap review:** Homepage, Careers, Police Reports

Station Surveys:
- **Total Requests:** 665
- Additional details on p. 44

User Survey (On-Site)
- **Dates:** 4/23 - 5/15 (3 weeks)
- **Total Responses:** 344 individuals

Website Survey (End-User)
- **Dates:** 5/14 - 5/23 (1.5 weeks)
- **Total Responses:** 645 individuals

Usability Testing
- **Dates:** 6/27 - 7/2 (1 week)
- **Total Participants:** 12 individuals

Brand Research

Focus Groups
- **Location:** Downtown San Francisco
- **Dates:** 4/26
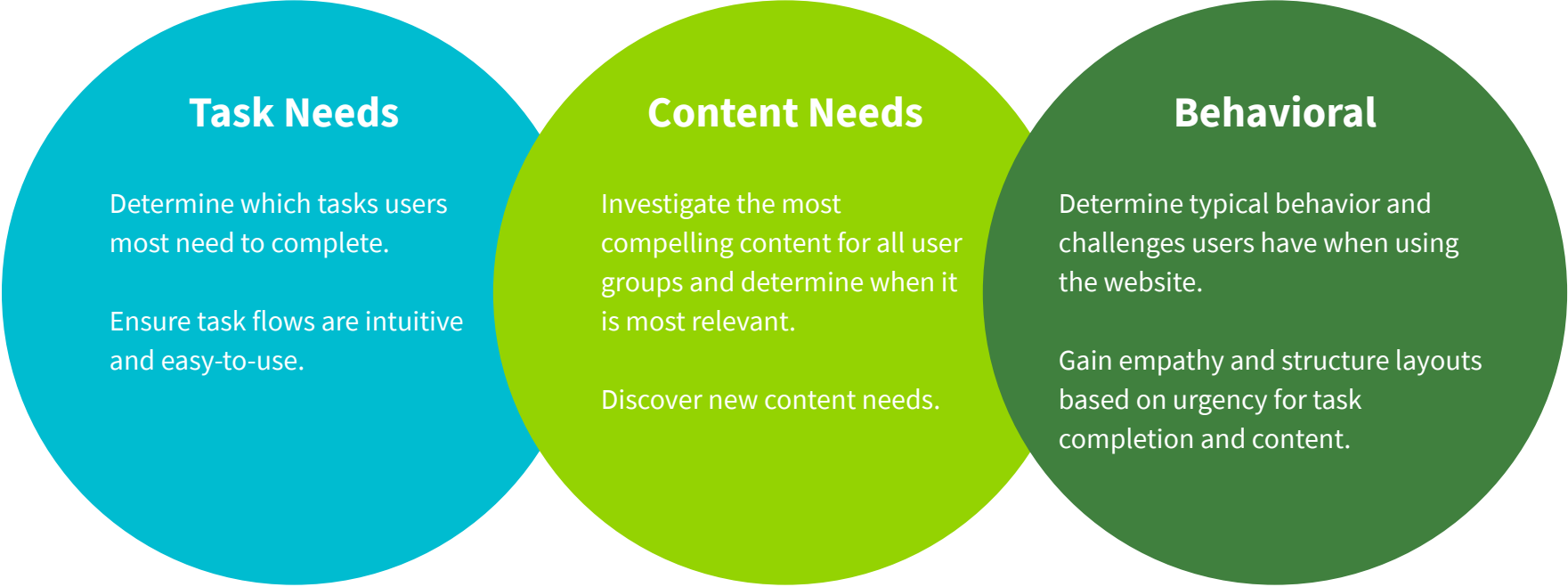- **Total Interviews:** 3 groups, 19 individuals

5,008

Community Perspectives

Usability Research

Planned activities invite input from the community.
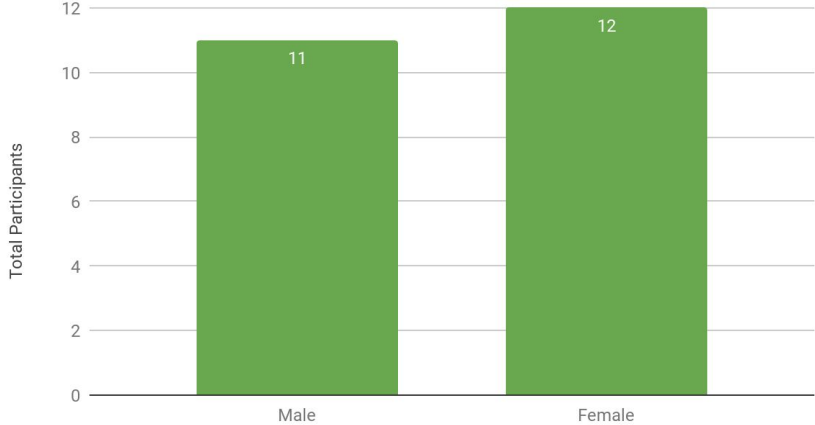We are focused on these key areas:

Task Needs

Determine which tasks users most need to complete.

Ensure task flows are intuitive and easy-to-use.

Content Needs

Investigate the most compelling content for all user groups and determine when it is most relevant.

Discover new content needs.

Behavioral

Determine typical behavior and challenges users have when using the website.

Gain empathy and structure layouts based on urgency for task completion and content.

1:1 INTERVIEWS | **PARTICIPANTS (23 total)**

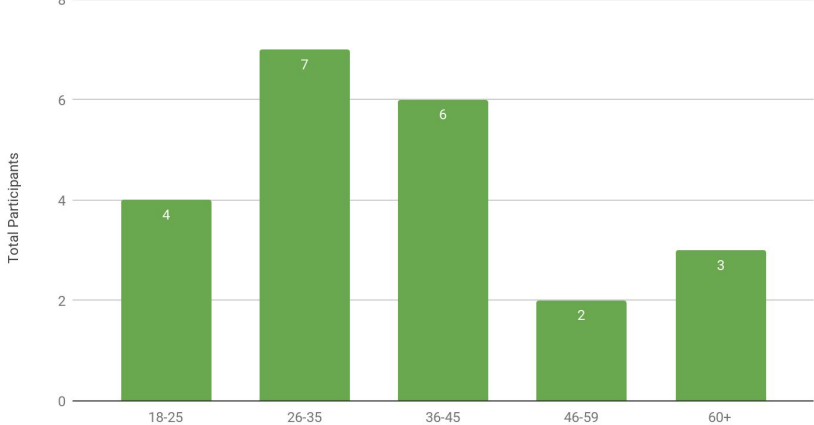| Who do we want to talk to?	Planned criteria	Final criteria
Victims	4-6 people	2 people
People who have used the SFPD website in the last year	All	21 people (see details below)*
People who have interacted with the SFPD in the last six months	All	16 people*
Involved Community Members (Media, activists, outspoken or engaged general public)	4-6 people	6 people
Untapped Community Members (Tourist)	1-2 people	2 people
Untapped Community Members (Local, new to SF, lives in SF, lives outside SF, business owner)	~12 people	3 business owners (see additional details below)
Untapped Community Members (Recruit candidate)	2 people	2 people
Range of ages, 18 - 65		(see details below)
Men and women	12 men, 12 women	11 men, 12 women
Range of educational backgrounds		(see details below)

Although final criteria differs slightly from planned criteria, participants who had not used the website within the last year were selected based on high levels of interaction with the SFPD.
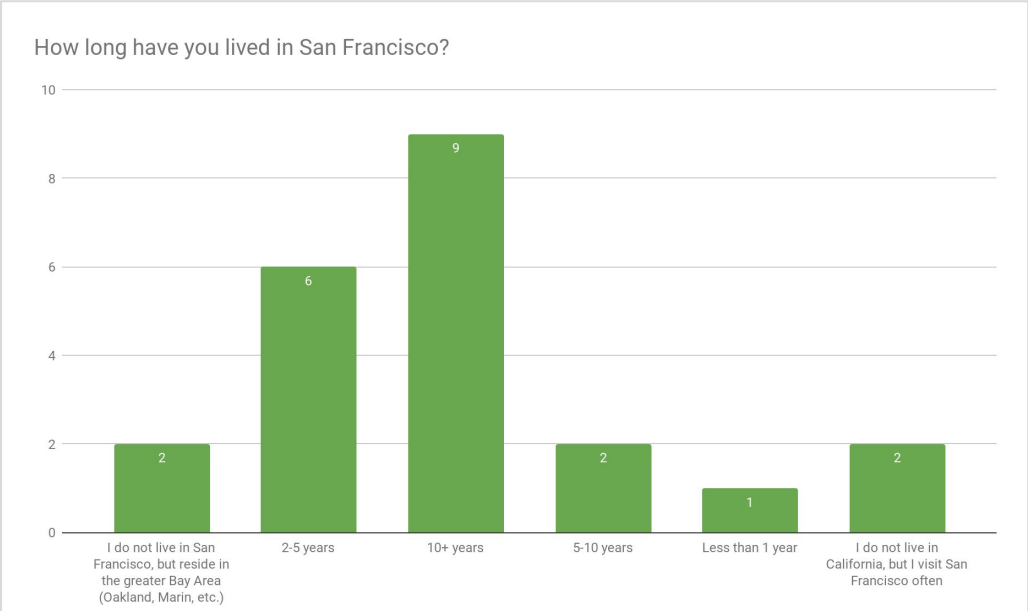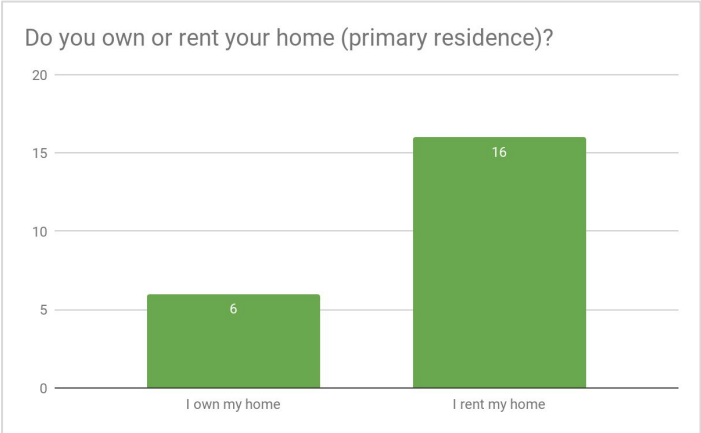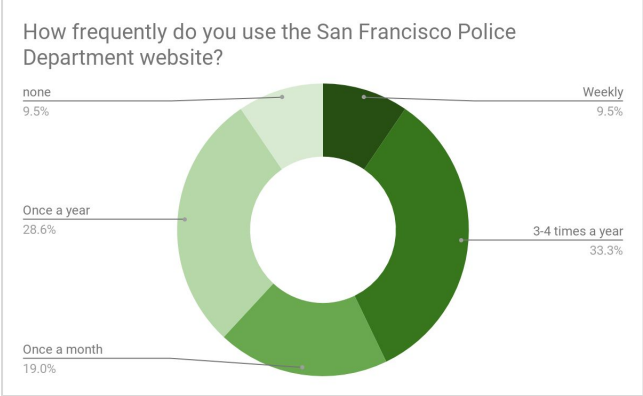
Gender

Age Range

* One of the 1:1 interviews was emotionally charged, therefore demographics information was not inquired upon for that specific interview.

1:1 INTERVIEWS | **PARTICIPANTS**

What is the highest level of education you've completed?

- Some graduate school — 9.5%
- Some high school — 4.8%
- High school diploma or — 4.8%
- Bachelor's degree (BA, — 47.6%
- Some college — 19.0%
- Graduate or professional degree (Master's, PhD, JD, MD, etc.)
- Graduate or — 14.3%

How frequently do you use the San Francisco Police Department website?

- none — 9.5%
- Weekly — 9.5%
- Once a year — 28.6%
- 3-4 times a year — 33.3%
- Once a month — 19.0%

Do you own or rent your home (primary residence)?

I own my home	6
I rent my home	16

How long have you lived in San Francisco?

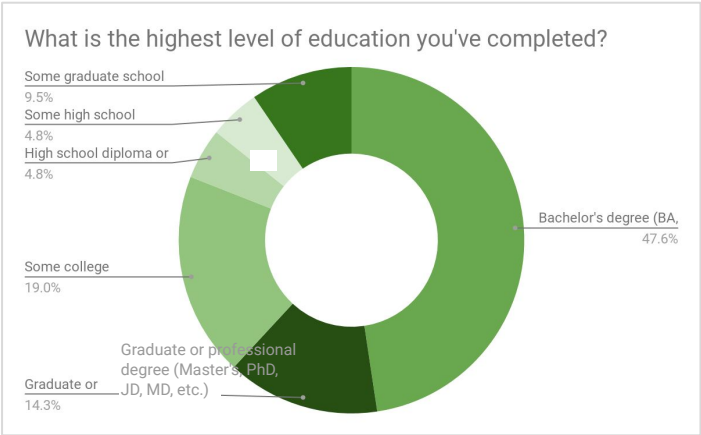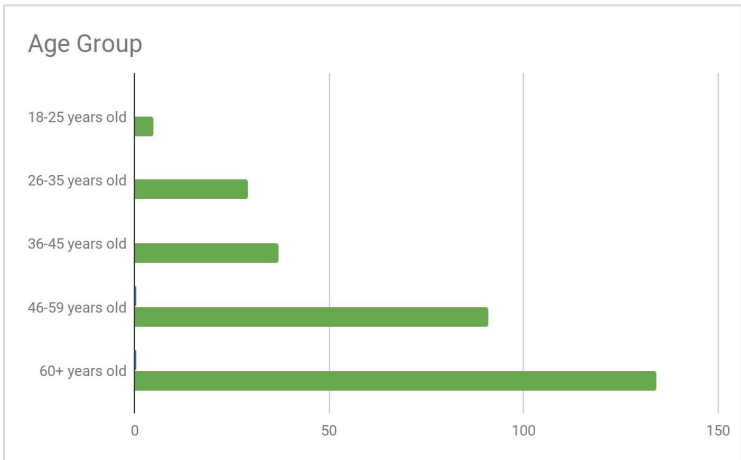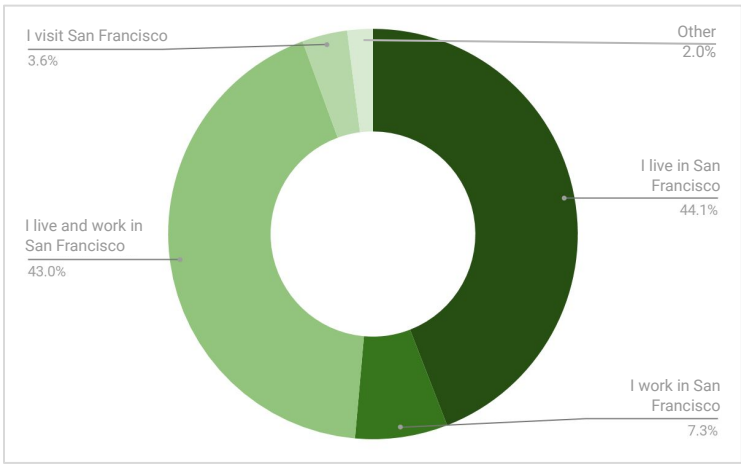|	
I do not live in San Francisco, but reside in the greater Bay Area (Oakland, Marin, etc.)	2
2-5 years	6
10+ years	9
5-10 years	2
Less than 1 year	1
I do not live in California, but I visit San Francisco often	2

* One of the 1:1 interviews was emotionally charged, therefore demographics information was not inquired upon for that specific interview.

"[The San Francisco Police Department] wants to engage with the community in a side-by-side approach to help solve problems in the community. They have a really community-focused approach, which I appreciated."

"I want to know who is in my neighborhood, who I can interact with, and who I can relate to."

"Once I see you as a part of the community, then you become a friend… and friends help each other."

"[The San Francisco Police Department] holds the value of life to the utmost importance. No matter if you are the victim or the assailant, they will honor and respect your life."

WEBSITE SURVEY | **FINDINGS**

I visit San Francisco
3.6%

Other
2.0%

I live in San Francisco
44.1%

I live and work in San Francisco
43.0%

I work in San Francisco
7.3%

Age Group

18-25 years old
26-35 years old
36-45 years old
46-59 years old
60+ years old

Resources used to learn about **breaking news** stories:

1. Local newspaper or website
2. Nextdoor
3. Local TV news
4. Family and friends' Facebook posts
5. Facebook

Resources used to learn about **police-related news** stories:

1. Facebook
2. Family and friends' Facebook posts
3. Family and friends' Twitter posts
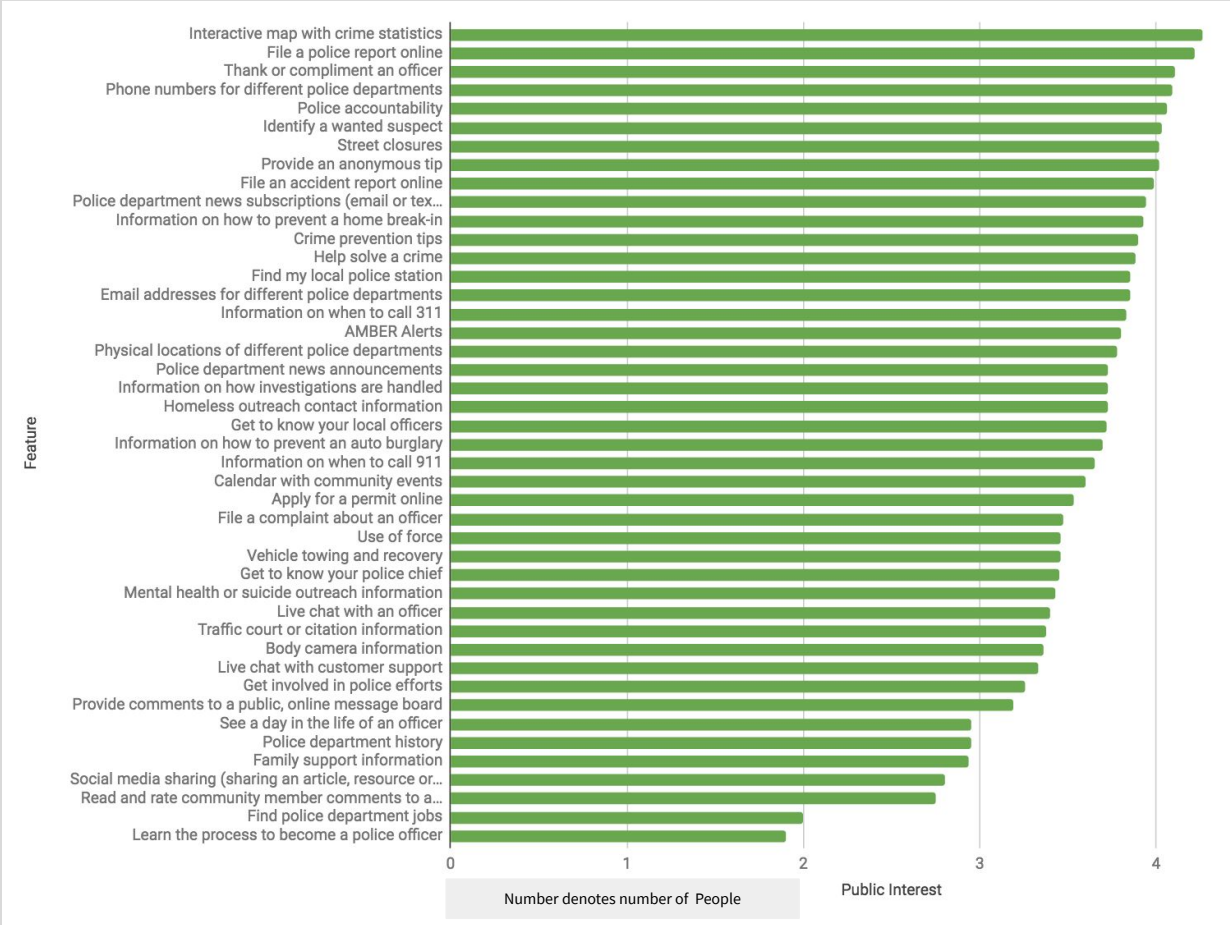4. Local newspaper or website
5. Local TV news

What should the SFPD prioritize?

1. Auto burglaries
2. Bike thefts
3. Community engagement
4. Drug enforcement
5. Educating the public on crime prevention

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WEBSITE SURVEY | FEATURE AND CONTENT RATING EXERCISE

Participants were asked to rate their level of interest in a number of features we are considering for the future website. **326 individuals** answered this question.

Top ten (only) areas of interest include:

- Interactive map with crime statistics
- File a police report online
- Thank or compliment an officer
- Phone numbers for different police departments
- Police accountability
- Identify a wanted suspect
- Street closures
- Provide an anonymous tip
- File an accident report online
- Police department news subscriptions (email or text alerts on police-related breaking news stories)

Feature (y-axis), Public Interest (x-axis, 0 to 4)

Number denotes number of People

- Interactive map with crime statistics
- File a police report online
- Thank or compliment an officer
- Phone numbers for different police departments
- Police accountability
- Identify a wanted suspect
- Street closures
- Provide an anonymous tip
- File an accident report online
- Police department news subscriptions (email or tex...
- Information on how to prevent a home break-in
- Crime prevention tips
- Help solve a crime
- Find my local police station
- Email addresses for different police departments
- Information on when to call 311
- AMBER Alerts
- Physical locations of different police departments
- Police department news announcements
- Information on how investigations are handled
- Homeless outreach contact information
- Get to know your local officers
- Information on how to prevent an auto burglary
- Information on when to call 911
- Calendar with community events
- Apply for a permit online
- File a complaint about an officer
- Use of force
- Vehicle towing and recovery
- Get to know your police chief
- Mental health or suicide outreach information
- Live chat with an officer
- Traffic court or citation information
- Body camera information
- Live chat with customer support
- Get involved in police efforts
- Provide comments to a public, online message board
- See a day in the life of an officer
- Police department history
- Family support information
- Social media sharing (sharing an article, resource or...
- Read and rate community member comments to a...
- Find police department jobs
- Learn the process to become a police officer

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Usability Research

Findings, Recommendations & Themes

Go-To-Resource

Clear pathways to information and resources that allow users to self-educate and self-serve

Broad range of information on an ever-evolving list of topics and resources (public safety, victim services, research, etc.)

Access to urgent, breaking news and ongoing police-related news

Build Connections

Ability to know and connect with local officers

Clearer information on how to contact the SFPD and more varied / modern options for communication channels

Greater opportunity for community events

Better Feedback to Users

Set expectations by providing response times

Be transparent with policies, tactics and information (or provide clear pathways to this information)

Personalization

Quick avenues to customized resources that pertain to unique neighborhood needs

Subscription management for news topics and frequency (breaking news, safety updates, neighborhood news, etc.)

Contact Information

Correct existing information (area codes, descriptions for internal teams, etc.)

Provide easier forms of communication (web forms, live chat, general email address etc.)

Increase public awareness on when to use 911 vs 311 vs. non-emergency numbers

Make anonymous tip contact paths more prominent

Resources

Easier access to a broader range of public safety and victim services resources for self-education

Provide information and access to city-wide non-emergency support services

Provide quick links to most visited pages

News

Dedicated Twitter feed for breaking news

Dedicated space for road and safety updates

Multimedia news coverage (ie. body camera footage)

Allow for customized news subscriptions

Voice and Tone

Limit internal terms

User friendly, conversational voice and tone

USABILITY RESEARCH | **RECOMMENDATIONS**

Humanize the Force

Provide additional information on foot patrol officers (build relationships with the community while contributing to preventative policing)

Highlight local officers

Multimedia testimonials

Provide a Sense of Community

Organize and highlight community events where the public is able to interact with the police in a casual atmosphere ("Meet an Officer", "Meet a Canine", cook-offs, events at parks)

Highlight youth programs

Provide opportunities for community involvement

Partner with existing community networks (ie. San Francisco Public Library)

Establish Trust

Provide high-level takeaways to show progress (ie. crime patterns)

Time-stamp site updates in order to allow users to trust the immediacy and accuracy of information being shared

Social Media

Advertise on social media (leverage the power of social norms)

Leverage organic advertising to spread the word

Navigation

Text outline version of sitemap

USABILITY RESEARCH | **RECOMMENDATIONS**

Communication / Feedback to Users

Multilingual support

Set expectations for response times

Provide feedback on steps for follow-through (include timelines and contact information)

New Functionality

Station locator

Live chat

Convert paper-based services to web services

Content

Highlight SFPD values and mission

Dedicate a page to homicides / cold cases

Dedicate a page to youth

Neighborhood View

Translate Compstat reports and interactive crime maps to neighborhood views

Dedicated Twitter feed for neighborhood news update

Feature customized information and resources for each neighborhood (ie. needle exchange, porta potty, transitional housing for the Tenderloin)

Academy

Provide clear information on entry-level positions (ie. minimum requirements, timelines, etc.)

Inform candidates of their progress and the time required between each step in the process

Video explanation of the physical ability test (PAT)

Outline benefits packages (ie. retirement, pension, etc.)

List and describe specialization paths (ie. investigations, child protective services, homicide, canine unit, airport bureau, supervisory, DUI, narcotics, etc.)

Provide information on career paths (ie. progression, ranks, minimum requirements, pay, roles and responsibilities, etc.)

Text and video testimonials from women

Targeted marketing to a female audience

USABILITY RESEARCH | RECOMMENDATIONS MATRIX

A complete list of recommendations will be mapped to show overlapping needs. Decisions will then be made based on their impact, the budget and our timeline.

A final list will then guide the User Experience phase for our November launch.

Organization   **Audience**

UX and Web Best Practices

Stakeholder + User Request (focus group and usability)	Stakeholder Request	User Request	Approved for Launch	Roadmap
Persistent Link/Function: Recruiting pathway to set of pages dedicated to recruiting content (also include content on clarifying the application process & requirements)	●	●	●	○
Persistent Link/Function: Commission pathway to set of pages dedicated to the Commission content	●	○	●	○
Persistent Link/Function: Station District locator	●	●	●	○
Persistent Link/Function: List all Phone numbers with area codes	●	●	●	○
Persistent Link/Function: When to call 311 vs. 911	●	●	●	○
Persistent Link/Function: Multilingual capabilities	●	●	●	○
Persistent Link/Function: Dynamic high risk incident alerts	●	●	○	○
Persistent Link/Function: Donate online? (SF Police Foundation)	●	○	○	○
News: Provide real-time, up-to-date announcements	●	○	○	○
News: Filter by district station	●	○	○	○

Strengthen trust, relationships and connections with the San Francisco community
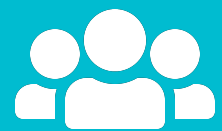
Directory of Services and Resources

Create and maintain a website that is well-organized and information-rich, with a flexible structure for continual growth. A go-to resource for not only news, but for San Francisco.

"We are communicators, we are facilitators"

"We love solving problems"

Connect with the Community

Construct easy pathways for the community to contact a real person when needed, or through easier direction for online services or information.

"We don't just hear, we listen"

"I like helping people"

Become the Protective Neighbor

Center branding strategy around the shift from stranger to protective neighbor, through the use of imagery, visuals and messaging.

"We are human, not just cops"

"We don't just serve the community, we are part of the community"

Be the **helpful, knowledgeable, easily accessible** and **protective neighbor**

Brand

Usability

Next Steps

NEXT STEPS

Stakeholder Research (SFPD)

User Research (Community)

User Experience

Visual Design

Development and Launch

✔ Discovery
✔ Content Plan

✔ Usability Research
✔ Focus Groups Research

- Vision Concepts
- Sitemap
- Wireframes
- Usability Testing
- Technical Plan

- Visual Design
- Content Production

- Development
- Content Population
- QA Testing
- Launch

Thank You

Appendix

- Stakeholder Research
  - Activities
  - Findings
- Brand Research (Focus Groups)
  - Goals
  - Findings
  - Recommendations
- Recommendations (External Resources)
- Analytics (Statistics on Current Website)
- Neighborhood Insights (Station Surveys and Website Survey)
- Website Survey
- 1:1 Interviews

Stakeholder Research

STAKEHOLDER RESEARCH | **ACTIVITIES**

Stakeholder Interviews

Chief	Professional Standards
CIO	Commission
Media Relations	Stations
Operations & Administration	Crisis Intervention Team (CIT)
Workforce	Technology Division
Recruitment	Community Engagement
	Police Academy

Current State & Comparative Analysis

Current state:
Analytics
Current State Sitemap
Features / Functions
Content

Comparative:
Gardena
Milwaukee
Atlanta
Seattle
Boston

All Personnel Survey

235 Responses over the course of 2 weeks

Sent to over 3,000 recipients

181 Sworn members, 54 Civilian members

STAKEHOLDER RESEARCH | FINDINGS

Challenges ➡ Opportunities ➡ Benefits

Challenges	Opportunities	Benefits
The SFPD spends a lot of time directing the community to other services	Empower users via self-serve tasks and information	**Save time** and allow the SFPD to focus on urgent tasks
SFPD information is the most accurate, but the community looks elsewhere for news stories	Create a platform and layout promoting up-to-date information, stories, news and events	Build a **"Go-To" resource** for breaking news, **reinforcing community trust**
The community rarely hears about the good things the SFPD does	The website's content and visuals should present more balanced information	Balance content by publishing positive stories to **humanize the SFPD**
Community perception of the SFPD may not be optimal	Explore the current perception in order to tailor branding efforts	**Influence the community perception** through visuals and messaging
Updates to the current website are difficult to make and won't accommodate SFPD long-term	Utilize a Drupal 8 website content management system to allow updates to be made easily	**Easy-to-use, scalable foundation** for future growth
Brand is lacking on the website, the design is outdated, and the website structure is hard to navigate	Reimagine branding and restructure navigation to better suit user needs	**Build and support brand throughout the website** and **design better navigation** to answer user's needs

Brand Research

(Focus Groups)

Objectives

- Understand the attitudes, beliefs, perceptions and feelings of SF residents toward the SFPD, including how they would like the SFPD to evolve
- Derive the current and ideal brand identity for the SFPD as an input to the Department's website development

Methodology

3 Groups, downtown San Francisco, April 26th, 2018

	1 group **Lower Income**	1 group **Medium Income**	1 group **Higher Income**
Household Income	½ < $50k ½ $50k - 100k	$50k - $200k	< ½ $100k - 200k > ½ $200k+
Renter/Homeowner	Renters	Renters + Homeowners	Homeowners

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Judgemental Stranger

All participants wanted a closer relationship with the SFPD

Protective Neighbor

- Citizens feels intimidated, guilty, guarded
- They fear police bias and authority, are unsure how they will be perceived by police
- They recognize SF as a singular city, deserving of a PD that reflects its values

- Communicate that the police are invested in an accepting, compassionate, progressive city
- Exemplify the SFPD by the caring beat cop who is known in the community
- Tell the story through individual officers and their interactions with citizens in a wide variety of scenarios

BRAND RESEARCH | RECOMMENDATIONS

SFPD website should…

1. Depict police with residents, caring about the city, helping, being empathetic, modeling a positive moment or relationship with residents
2. Depict mostly understanding and supportive behaviors in a wide variety of situations
3. Distinguish officers as individuals, rather than as a group, avoid depicting a lot of cops together in group photos
4. Bring the SFPD to life by profiling beat cops who live in the city, are ethnically diverse, all genders, well educated, and have compelling reasons for why they joined the SFPD
5. Promote police standards / values, contact with the city, with residents
6. Encourage community conversation - include opportunities for police to interact with communities in a non-threatening, non-judgmental manner on the website
7. Consider ways to increase citizen participation and empathy towards the Department
8. Report on local crime, hot spots, steps taken, crimes solved - share "the blotter"
9. Seize the opportunity to show that officers love their city, recognize and celebrate its uniqueness
10. Highlight any initiatives that reflect the city of SF - being innovative, progressive, compassionate

Additionally, in the digital realm...

- Be more visible on social media: Nextdoor, Twitter, neighborhood groups
- Focus on developing and maintaining a unifying brand voice throughout social media efforts

Consider new programs that...

- Increase the number or visibility of beat cops - normalize police participation in the daily lives of their district's stakeholders
- Put the SFPD on the frontier of new things - social policy, acceptance, technology
- Participate in or host community events and rallies, town hall or block meetings on neighborhood safety and security, goodwill events, fundraisers, charity games - create opportunities for SFPD to interact in a non-threatening, non-judgmental manner
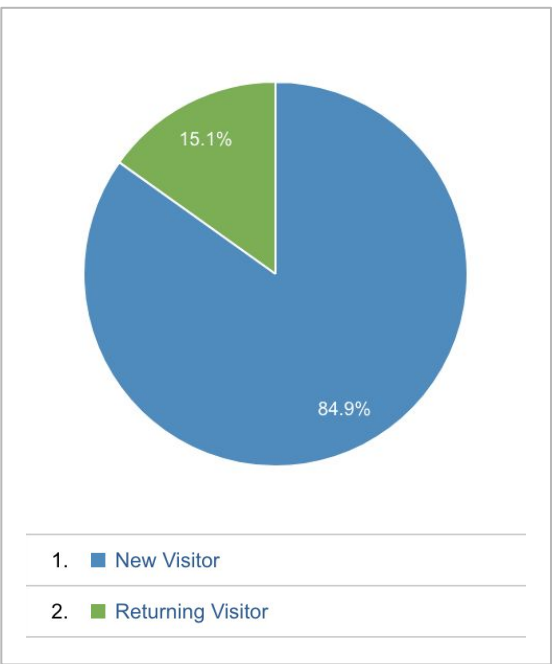- Express SFPD beliefs: ie. 'SFPD Supports Your Right to March' banners at demonstrations

Recommendations

(External Sources)

Filing a police report (online via CopLogic)
- Provide more specific examples at the beginning of the report (ie. theft, burglary, etc.)
- Streamline look and feel for form submission
- Address error handling
- Set expectations for follow-up (response and timeline)
- Provide contact information for follow-up
- Provide additional feedback to the user as case is being reviewed, updated, etc.
- Pull data from original report when user files a supplemental report
- Make it easier to allow users to add to an already created report

Educate both on and offline
- Host free classes or community events regarding safety (partner with, and leverage existing community groups)

Increase foot patrol and face-to-face community engagement
- Increase the number or visibility of beat cops - normalize police participation in the daily lives of their district's stakeholders
- Position the SFPD as trailblazers: social policy, acceptance, technology
- Participate in or host community events and rallies, town hall or block meetings on neighborhood safety and security, goodwill events, fundraisers, charity games - create opportunities for SFPD to interact in a non-threatening, non-judgmental manner
- Express SFPD beliefs: ie. 'SFPD Supports Your Right to March' banners at demonstrations
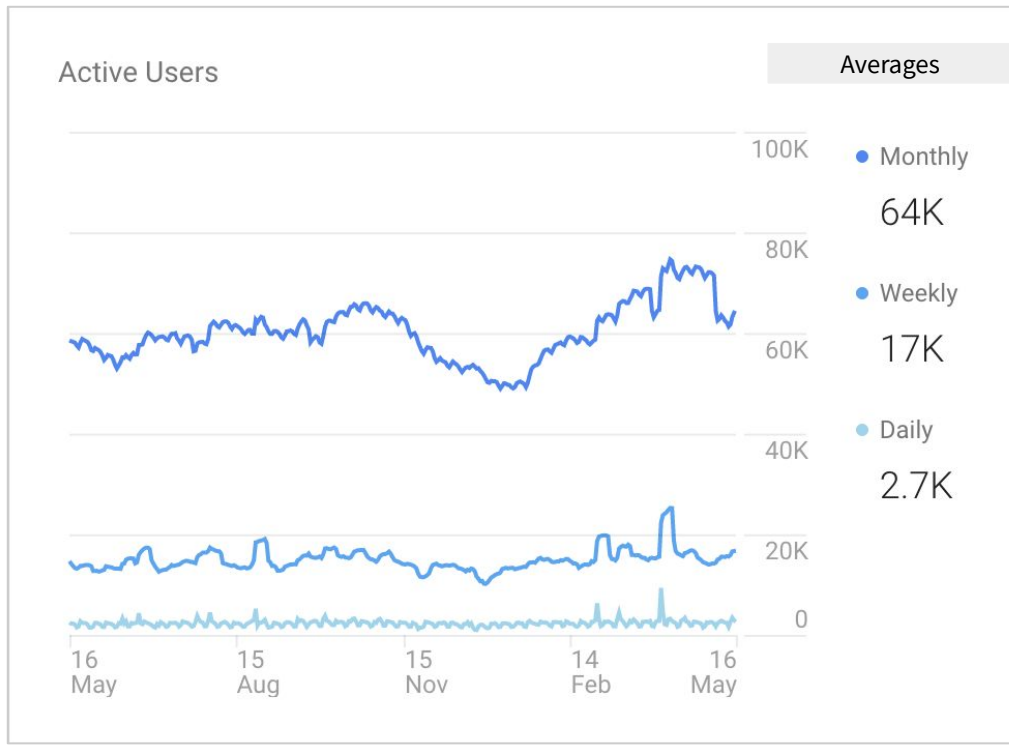
Address wait time for phone calls (ie. Reporting an Assault)
- Allow users to leave a message (mailbox is currently full)
- If the wait is longer than *x* minutes, allow users to input phone number and the system will call them back

Analytics

(Statistics on current website)

ANALYTICS | ACTIVE USERS + NEW VS. RETURNING USERS

Active Users

Averages

- Monthly
  64K

- Weekly
  17K

- Daily
  2.7K

100K		
80K		
60K		
40K		
20K		
0		

16 May   15 Aug   15 Nov   14 Feb   16 May

2017   2018

15.1%

84.9%

1. ■ New Visitor
2. ■ Returning Visitor

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ANALYTICS | TOP VISITED PAGES

Careers
Academy
Recruiting

Self-Service
Resources

Page	Pageviews ↓		Unique Pageviews		Avg. Time on Page
	1,812,860 % of Total: 100.00% (1,812,860)		**1,511,889** % of Total: 100.00% (1,511,889)		**00:01:41** Avg for View: 00:01:41 (0.00%)
1. Homepage	**185,828**	(10.25%)	145,209	(9.60%)	00:00:52
2. /vehicle-towing-rights	**103,842**	(5.73%)	97,204	(6.43%)	00:05:49
3. /sfpd-directory-and-contact-information	**103,024**	(5.68%)	89,947	(5.95%)	00:02:58
4. /reports	**70,303**	(3.88%)	56,306	(3.72%)	00:01:33
5. /career-opportunities	**59,684**	(3.29%)	46,991	(3.11%)	00:01:23
6. /crime-reports-can-be-filed-online	**49,921**	(2.75%)	45,395	(3.00%)	00:04:02
7. /rePorts	**40,081**	(2.21%)	33,264	(2.20%)	00:01:52
8. /salary-and-benefits	**39,826**	(2.20%)	33,606	(2.22%)	00:02:05
9. /police-district-maps	**31,940**	(1.76%)	25,442	(1.68%)	00:01:41
10. /obtain-existing-police-report	**29,922**	(1.65%)	21,734	(1.44%)	00:02:30
11. /sfpd-command-staff	**24,390**	(1.35%)	21,346	(1.41%)	00:02:34
12. /police-district-maps?page=796	**24,217**	(1.34%)	20,919	(1.38%)	00:02:15
13. /towed-vehicle-information	**21,566**	(1.19%)	19,456	(1.29%)	00:05:15
14. /job-openings-san-francisco-police-department	**21,318**	(1.18%)	17,684	(1.17%)	00:01:43
15. /physical-ability-test	**20,069**	(1.11%)	18,085	(1.20%)	00:04:09

Only showing top 15, total Pageviews and Unique Pageviews do not add up as only the top 15 is shown here, data pulled from Google Analytics.
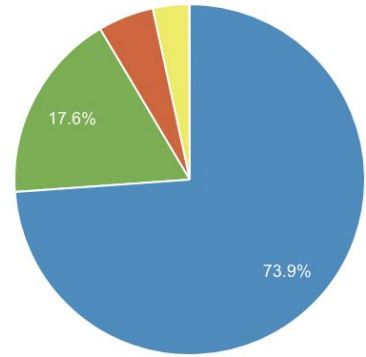
Device Usage

		697,828 % of Total: 100.00% (697,828)	697,828 % of Total: 100.00% (697,828)
1.	■ mobile	**356,814**	**51.24%**
2.	■ desktop	**311,694**	**44.76%**
3.	■ tablet	**27,873**	**4.00%**

Only displaying the top three devices used

Traffic Channels

		697,828 % of Total: 100.00% (697,828)	697,828 % of Total: 100.00% (697,828)
1.	■ Organic Search	**525,733**	**73.88%**
2.	■ Direct	**125,014**	**17.57%**
3.	■ Social	**36,594**	**5.14%**
4.	■ Referral	**23,694**	**3.33%**
5.	■ (Other)	**295**	**0.04%**
6.	■ Email	**239**	**0.03%**

Only displaying the top six traffic channels used

*Data source is Google Analytics

NEIGHBORHOOD INSIGHTS | *STATION SURVEYS**

Station surveys provide a better understanding of the variety of information and services needed from each station. The website redesign will account for varied resources within each neighborhood and allow for customization as these needs change over time.*

Bayview Station

Dates: 5/4 - 5/7

Total Responses: 37

Top Station Requests: Property theft, lost/found property, vandalism, vehicle collision

Central Station

Dates: 4/20 - 5/11

Total Responses: 406

Top Station Requests: Auto boost/strip, lost/found property, report edit/update/copy, hit & run, petty theft (passport), homeless, file a report

Ingleside Station

Dates: 4/20 - 5/7

Total Responses: 19

Top Station Requests: Lost/found property, homeless, traffic, auto burglary

Mission Station

Dates: 5/3 - 5/10

Total Responses: 69

Top Station Requests: Homeless, edit/update a report, auto burglary, fraud, file a report

Northern Station

Dates: 5/1 - 5/11

Total Responses: 38

Top Station Requests: Auto burglary, auto boost/strip, property theft, lost/found property, fraud

Park Station

Dates: 5/10 - 5/11

Total Responses: 14

Top Station Requests: Mental health, homeless, illegal parking, property theft

Richmond Station

Dates: 5/3 - 5/5

Total Responses: 19

Top Station Requests: Information (admin), general information, suspicious occurrence

Southern Station

Dates: 4/23 - 5/9

Total Responses: 36

Top Station Requests: Hit and run, property theft, vehicle release form, file a report online, records request

Taraval Station

Dates: 5/4

Total Responses: 16

Top Station Requests: Trespassing, restraining order, property theft
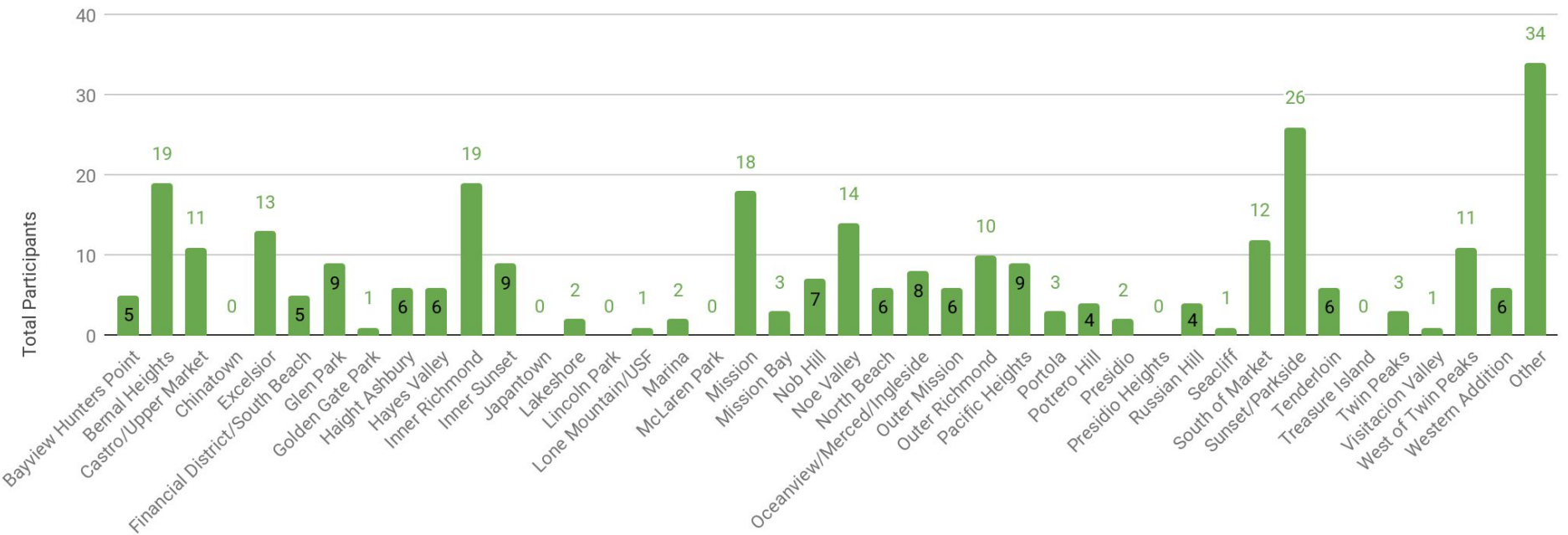
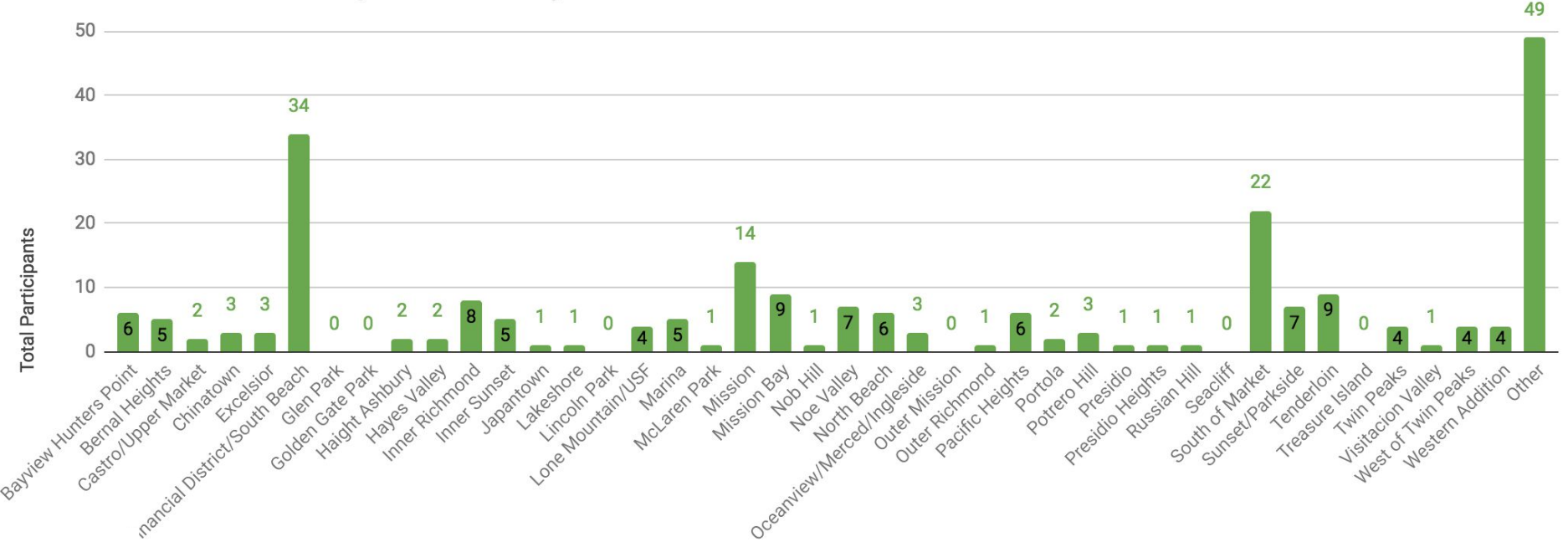**Tenderloin Station**

Dates: 5/10

Total Responses: 8

Top Station Requests: (all singular issues, not enough data to highlight top requests)

* Due to the varied number of responses, this is a mix of qualitative and quantitative data.

Which San Francisco neighborhood do you live in?

Neighborhood	Total Participants
Bayview Hunters Point	5
Bernal Heights	19
Castro/Upper Market	11
Chinatown	0
Excelsior	13
Financial District/South Beach	5
Glen Park	9
Golden Gate Park	1
Haight Ashbury	6
Hayes Valley	6
Inner Richmond	19
Inner Sunset	9
Japantown	0
Lakeshore	2
Lincoln Park	0
Lone Mountain/USF	1
Marina	2
McLaren Park	0
Mission	18
Mission Bay	3
Nob Hill	7
Noe Valley	14
North Beach	6
Oceanview/Merced/Ingleside	8
Outer Mission	6
Outer Richmond	10
Pacific Heights	9
Portola	3
Potrero Hill	4
Presidio	2
Presidio Heights	0
Russian Hill	4
Seacliff	1
South of Market	12
Sunset/Parkside	26
Tenderloin	6
Treasure Island	0
Twin Peaks	3
Visitacion Valley	1
West of Twin Peaks	11
Western Addition	6
Other	34

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Which San Francisco neighborhood do you work in?

Community members identify with landmarks (parks, favorite shopping areas or restaurants) **and weather conditions as positive, unique things about their neighborhoods.**

The audience sees diversity and "small-town" or "neighborly" feelings as positive perceptions of their neighborhoods.

Participants have unique challenges and issues within their neighborhoods.

When choosing imagery, focus on photographs with recognizable neighborhood landmarks to showcase.

Organize SFPD outreach events in locations where the community already have positive associations, reinforcing positive sentiments toward the SFPD brand.

Messaging should be targeted at understanding neighborhood-specific challenges. Featured information or resources should address those unique issues.

NEIGHBORHOOD INSIGHTS | WEBSITE SURVEY*

Bayview Hunters Point
- Environment: The land / Views / Weather / Near the bay / Open space by the home / Easy freeway access

Bernal Heights
- Environment: Unbuilt land, but that's disappearing / Fair amount of subsidized housing / Well organized / Gentrifying / Small businesses / Smaller store fronts and local businesses / Hills, narrow streets, quaint homes / Clean / Fresh fruit stands / Latino businesses
- Community: Ethnic and demographic ($$) diversity, but that is disappearing / Some good merchants on Cortland / Diverse / Family-oriented / Still has "older SF" feel / Neighbors actually know each other / "Small town" neighborly feeling / Main street vibe / Friendly / Neighbors respect each other / Diversity

Castro/Upper Market
- Environment: Convenient access to services and transportation / Sunshine / Dolores Park nearby / Great access to Muni and most of the city / Tourist and destination area, great restaurants
- Community: Historic gay orientation / Friendly neighbors / LGBT history and community

Chinatown - N/A

Excelsior
- Environment: No residential parking permit system / Very few decent restaurants / More illegal dwelling units than other areas / Less parking availability / Less apparent enforcement of fare evasion and litter laws / The nicest store near us on Mission is Green Cross which sells pot / Our neighborhood 4th of July parade / Accessibility to transit / McLaren Park
- Community: More children / Blue collar neighborhood / Grew up and went to school here / Used to be a good neighborhood / Still has working class folks and families / Influx of many young families in the last 10 years / Working class neighborhood / Diversity

Financial District/South Beach
- Environment: Access to ferry and AT&T park / New transbay / The waterfront / The ballpark / The highrises / Ferry Bulding
- Community: Rich people / Fake Buddhists on the embarcadero

Glen Park
- Environment: Small / Quiet / Easy / Proximity to major thoroughfares / Hilly / A bit less accessible
- Community: Sense of neighborhood and community / Mostly homeowners

Golden Gate Park - N/A

Haight Ashbury
- Environmental: World famous for its 1960s history / Several great parks to enjoy / Great public transportation / Pretty good shopping for residents
- Community: Lingering "hippie" or counterculture vibe / Diversity

Hayes Valley
- Environment: Close, easy access to many different neighborhoods and districts, green belt / Available city-owned land for new development (Central Freeway project) / Open urban public space (Patricia's green and Proxy)
- Community: Homelessness / Crime / Dirtiness

*Data shown is a sampling of all survey feedback. Information selected above includes only participants who "live" and "work" in the same area or left one or the other blank in order to eliminate inaccurate data due to the fashion the question was asked in the survey. Small data sets result in less reliable, more qualitative data. Some neighborhoods did not have any data to include. Complete, raw results provided for a more in-depth review. The symbol "/" denotes the start of a new response. In some cases the same answer was given, they are repeated in this documentation.

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NEIGHBORHOOD INSIGHTS | WEBSITE SURVEY*

Inner Richmond
- Environment: Open space / Couched between two great large parks / Relatively little human feces / Traffic isn't as bad as other neighborhoods but that is changing / Mountain Lake Park / Proximity to the beach and the bridge / Food / Walkable shops of good variety / Generally a quiet street / Near the Presidio and beaches / Primarily single family dwellings / Lots of Parklands / Close to the Presidio Park / Quietness / Diversity in shopping / Greenery / Ethnic food opportunities / Concentration of small businesses along Geary / Traffic congestion on Geary and Clement
- Community: Diversity / Old Russian community / Nice people (usually) live / and work there / Diversity, we have Asian, Russian, Irish etc., especially the restaurants / High cultural changes last thirty years / Sense of neighborhood / Mix of people

Inner Sunset
- Environment: Morga Steps / Golden Gate Park / Stern Grove / Fog / Single dwelling homes / Walk to GGP museums and attractions / Great independent bookstore and coffee shops / Easy street parking (relative to other neighborhoods)
- Community: Small-town shopping and community / Family neighborhood / Quiet neighborhood

Japantown - N/A

Lakeshore
- Environment: Detached houses, single family homes, Lake Merced

Lincoln Park - N/A

Lone Mountain/USF - N/A

Marina
- Environment: Neighborhood commercial areas / Safety / Muni / Clean / Lots of open space / Mix of residential, commercial, tourism
- Community: Quiet / Great folks / Quality of life going downhill

McLaren Park - N/A

Mission
- Environment: 100 year old working class neighborhood being decimated by gentrification / Twin Peaks shelter from the cold winds keeps it warmer / Dolores Park / Several commercial districts / Dolores Park / Amazing restaurants / High crime / Best SF weather / Trash / Loads of public transit main lines run through the Mission / Homeless / Drug use / Street sales
- Community: Latino population, families / Latino cultural district with a history of fighting discrimination / Honestly 2018 is pretty homogenous in SF neighborhoods / Culture / Latino culture / Colorful and diverse / Great food / Largest hispanic population / Homelessness / It used to be the diversity / The significant decline in the quality of life since I have lived here / The significant increase in crime, lack of personal safety and increase in prostitution (they have sex and shoot up in my yard now) / Multicultural dining / Dog friendly

Mission Bay
- Environment: AT&T Park / On the bay / It is a fairly new neighborhood / It is a nice blend of businesses and housing
- Community: It is an entirely professional neighborhood

Nob Hill
- Environment: Proximity to Financial District shopping, tourist areas / High end hotels within blocks of each other / Eclectic mix of small businesses / Walking distance to a variety of activities / Beautiful views
- Community: Neighborliness / Diverse population (language, culture, age, etc.) / Feels like a real neighborhood / I used to feel safe here

NEIGHBORHOOD INSIGHTS | **WEBSITE SURVEY***

Noe Valley
- Environment: Easy access to freeways / Clean, mostly spotless, most of the time and quiet / No traffic / Low density / Great main street (24th Street) / Beautiful housing / Lots of single family homes / Beautiful views of the Bay / Public transportation is good / Shopping street still has some essential services / Low crime
- Community: Predominance of families with small children / Old and new SF class on the eastern parts / Quiet / Friendly neighbors / People actually take turns at the stop signs instead of trying to go when its convenient for them and even when someone else should be going first / No homeless or trashy people / Family setting, close to schools where they are supposed to teach English to non-English speaking children who might turn out to be respectable adults who can speak both English and Spanish, out of prison / Community feel / Lots of families / Lots of young families with children and pets / It has more of a small town feeling than other neighborhoods / Quiet / Expensive

North Beach
- Environment: Historic / Walking / Views / Nice cafes, restaurants and bars / Safe environment
- Community: Italian / Diverse community (especially in peak tourist season!) / Community / Sense of neighborhood and camaraderie

Oceanview/Merced/Ingleside
- Environment: Commuter zone / Increasing traffic / Odd lack of good restaurants!
- Community: Diversity / History / Still feels relatively authentic

Outer Mission
- Environment: BART station / Easy access to freeways / City college

Outer Richmond
- Environment: Close to scenic beauty / Well maintained homes / Close to public transportation (38R) / Close to Golden Gate Park and Land's End / CLose to Ocean Beach / Lincoln Park and the Legion of Honor / CLose to the Presidio and GG Park / Easy access to the SF beaches / Great restaurants and markets

Pacific Heights
- Environment: Residential upgrading / Street upgrading / Empty valuable store front property / Relatively safe / Lovely homes and businesses / Relatively clean / Fairly quite with easy access to the Presidio / Many Victorian-era homes / Relatively smooth traffic / Relatively clean / Relatively quiet / Views / Proximity to Presidio, Chrissy Fields, shops and restaurants / Relatively quiet and safe / Traffic / Beautiful buildings / Unique architecture / Safe
- Community: Pride of ownership properties / Homeless / Families, dogs, residential

Portola
- Environment: Good location, downtown, freeway, airport / Lack of trees / Lack of BART / Abundance of garbage on the streets
- Community: I grew up here / Not too crowded...yet

Potrero Hill
- Environment: Views / Residential, no traffic

Presidio
- Environment: It is a national park / It has little traffic / It is not well-lit

Presidio Heights - N/A

Russian Hill
- Environment: Great local businesses / Proximity to the Presidio / Good MUNI access / Sunny / Feel safe / Historic districts, architecture and heritage / Variety of topography, demographics, views, hidden treasures
- Community: Nice neighborhood / Length of time residents live here and don't move

NEIGHBORHOOD INSIGHTS | **WEBSITE SURVEY***

Seacliff - N/A

South of Market

- Environment: Needles on the sidewalk / It's flat / Homeless shooting up in their elbow on sidewalks / Lack of city response (via police?) to remove homeless / People defecate on our doorstep / Cars get smashed every night / Rampant drug dealing right outside our house / It has the filthiest, most feces and trash-covered streets / It has the leather district / Overpriced housing / Access to events, offices and BART / Trash, human feces on sidewalks, homeless epidemic / AT&T Park / The Warriors stadium will be here too / Traffic is EXTREMELY unmanageable and unmanaged / Tons of homeless encampments / Filth
- Community: Active nightlife

Sunset/Parkside

- Environment: Close to the ocean / Away from the tech industry / Not as congested as other neighborhoods / Relatively safe / Close to the Ocean Beach / Close to public transportation / Less crime on streets than other areas / Close to public transportation / Close to Beach, Stern Grove, Stonestown Mall / Residential street parking is possible / I can walk to three public libraries within 20-30 minutes from home / It is mostly single family homes / Unreliable transit / Neighborhood shops / Established single family housing / Easy parking / Clean / Insufficient parking / Fog / Many good views / The ocean / The weather
- Community: Almost like a suburb / Still a little funky / Strong "neighborhood feel" / Quiet / Relatively quiet / Relatively quiet / It is a family-oriented neighborhood / Quiet / The great people who live here (my neighbors)

Tenderloin

- Environment: Drug dealers everywhere / Homeless camps on the sidewalks / Drug dealers close to SFPD Tenderloin station / Drug dealers hotspot / Homeless population / Best food / Homeless / Dirty / Unsafe
- Community: The amazing people / The diversity / That we fight against gentrification / Diversity / Large population of children / Lack of city, police caring what we deal with daily

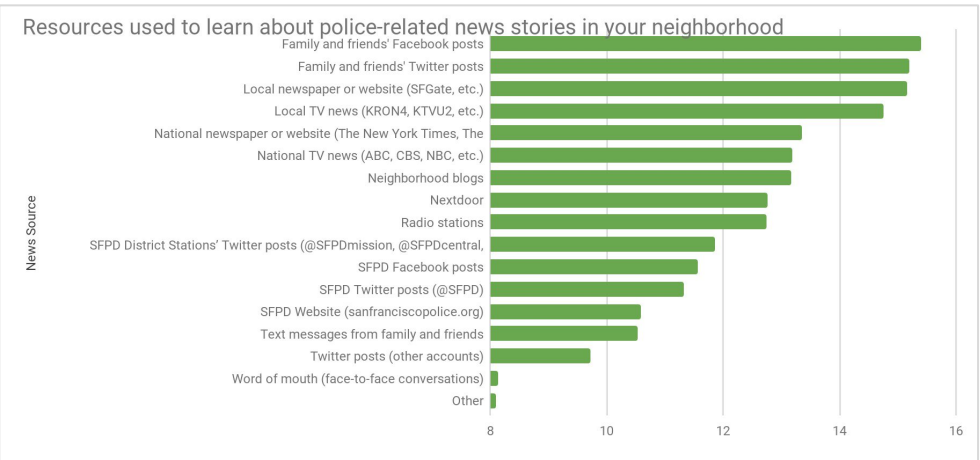Treasure Island - N/A

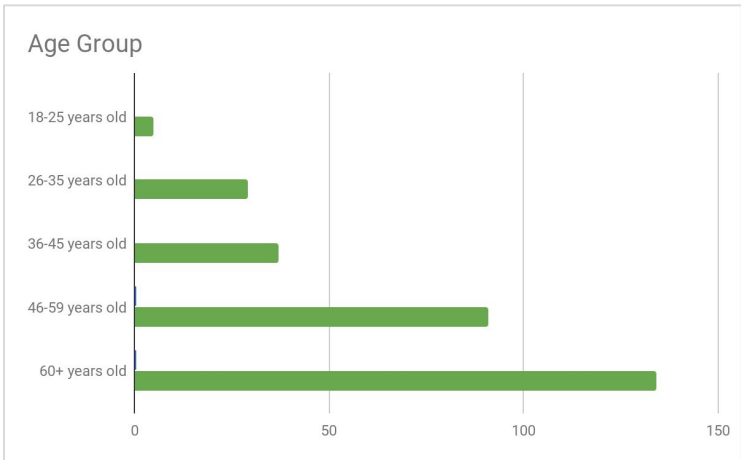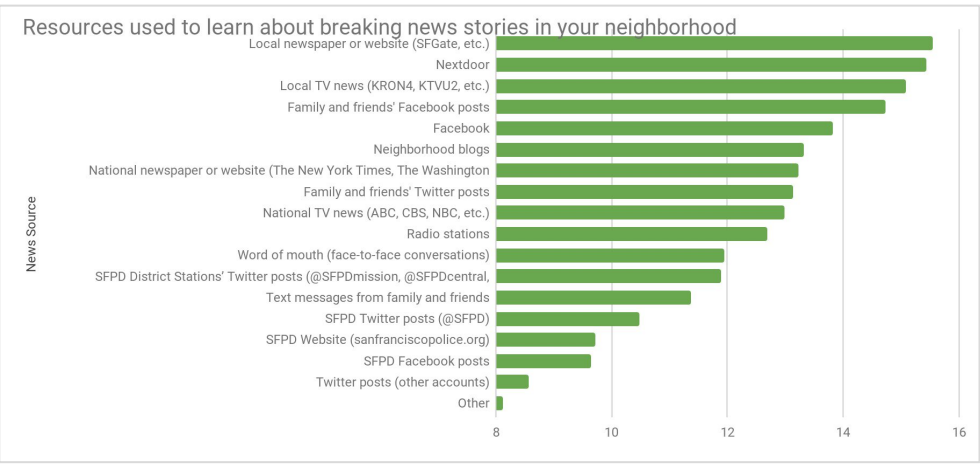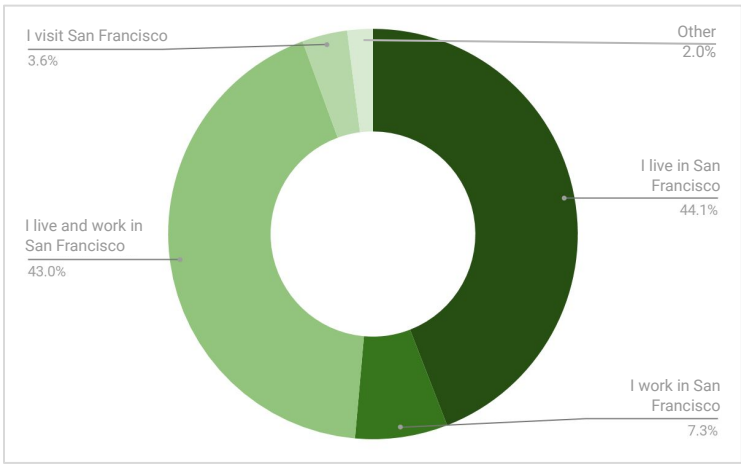Twin Peaks - N/A

Visitacion Valley - N/A

West of Twin Peaks

- Environment: Homes / Views / Proximity to highways / Clean / Used to be safe and free of crime / I can see the hills and Pacific Ocean / Air quality / Shipping is close / Parking / Detached houses / West Portal shopping area and MUNI shop / Narrow streets / Dramatic views of the bay
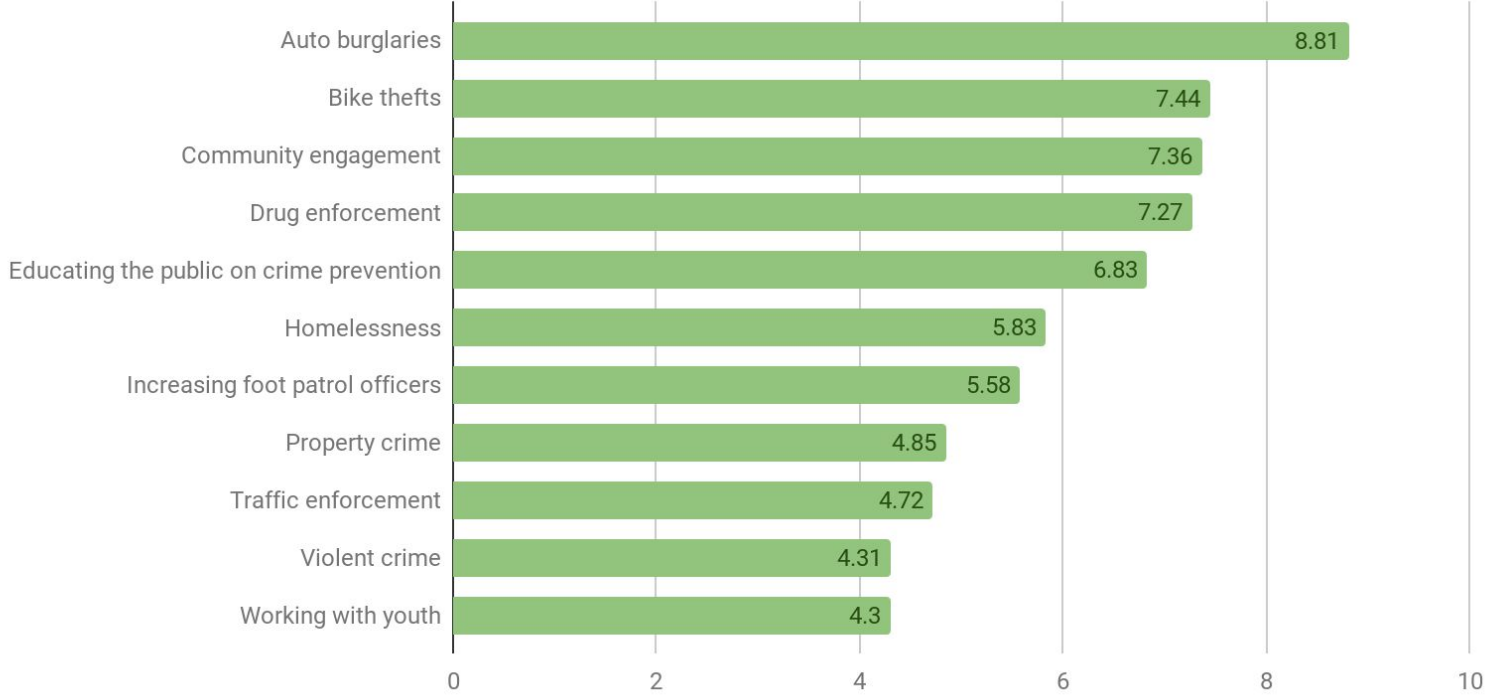- Community: Quiet / Peace and quiet

Western Addition

- Environment: Lots of vacant storefronts / Enroaching gentrification / Walk ti coffee and services / Nearby medical services / Filmore / Japantown / Pretty central to all of the city / It is constantly improving / We have too many break ins to cars / Gentrification, housing issues / Many churches
- Community: My district super loves the police / Long time neighbors / It is richly diverse / Well established families in community

*Data shown is a sampling of all survey feedback. Information selected above includes only participants who "live" and "work" in the same area or left one or the other blank in order to eliminate inaccurate data due to the fashion the question was asked in the survey. Small data sets result in less reliable, more qualitative data. Some neighborhoods did not have any data to include. Complete, raw results provided for a more in-depth review. The symbol "/" denotes the start of a new response. In some cases the same answer was given, they are repeated in this documentation.

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Website Survey

Demographics donut chart:
- I visit San Francisco: 3.6%
- Other: 2.0%
- I live in San Francisco: 44.1%
- I work in San Francisco: 7.3%
- I live and work in San Francisco: 43.0%

Resources used to learn about breaking news stories in your neighborhood

(News Source, ranked highest to lowest)
- Local newspaper or website (SFGate, etc.)
- Nextdoor
- Local TV news (KRON4, KTVU2, etc.)
- Family and friends' Facebook posts
- Facebook
- Neighborhood blogs
- National newspaper or website (The New York Times, The Washington
- Family and friends' Twitter posts
- National TV news (ABC, CBS, NBC, etc.)
- Radio stations
- Word of mouth (face-to-face conversations)
- SFPD District Stations' Twitter posts (@SFPDmission, @SFPDcentral,
- Text messages from family and friends
- SFPD Twitter posts (@SFPD)
- SFPD Website (sanfranciscopolice.org)
- SFPD Facebook posts
- Twitter posts (other accounts)
- Other

Age Group
- 18-25 years old
- 26-35 years old
- 36-45 years old
- 46-59 years old
- 60+ years old

Resources used to learn about police-related news stories in your neighborhood

(News Source, ranked highest to lowest)
- Family and friends' Facebook posts
- Family and friends' Twitter posts
- Local newspaper or website (SFGate, etc.)
- Local TV news (KRON4, KTVU2, etc.)
- National newspaper or website (The New York Times, The
- National TV news (ABC, CBS, NBC, etc.)
- Neighborhood blogs
- Nextdoor
- Radio stations
- SFPD District Stations' Twitter posts (@SFPDmission, @SFPDcentral,
- SFPD Facebook posts
- SFPD Twitter posts (@SFPD)
- SFPD Website (sanfranciscopolice.org)
- Text messages from family and friends
- Twitter posts (other accounts)
- Word of mouth (face-to-face conversations)
- Other

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What do you think the San Francisco Police Department should prioritize?

Category	Value
Auto burglaries	8.81
Bike thefts	7.44
Community engagement	7.36
Drug enforcement	7.27
Educating the public on crime prevention	6.83
Homelessness	5.83
Increasing foot patrol officers	5.58
Property crime	4.85
Traffic enforcement	4.72
Violent crime	4.31
Working with youth	4.3

Only displaying the top answers. All questions were optional and did not require an answer.

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WEBSITE SURVEY | FEATURE AND CONTENT RATING EXERCISE

Participants were asked to rate their level of interest in a number of features we are considering for the future website. **326 individuals** answered this question.

Top ten areas of interest include:

- Interactive map with crime statistics
- File a police report online
- Thank or compliment an officer
- Phone numbers for different police departments
- Police accountability
- Identify a wanted suspect
- Street closures
- Provide an anonymous tip
- File an accident report online
- Police department news subscriptions (email or text alerts on police-related breaking news stories)

Chart — Public Interest by Feature:

- Interactive map with crime statistics
- File a police report online
- Thank or compliment an officer
- Phone numbers for different police departments
- Police accountability
- Identify a wanted suspect
- Street closures
- Provide an anonymous tip
- File an accident report online
- Police department news subscriptions (email or tex...
- Information on how to prevent a home break-in
- Crime prevention tips
- Help solve a crime
- Find my local police station
- Email addresses for different police departments
- Information on when to call 311
- AMBER Alerts
- Physical locations of different police departments
- Police department news announcements
- Information on how investigations are handled
- Homeless outreach contact information
- Get to know your local officers
- Information on how to prevent an auto burglary
- Information on when to call 911
- Calendar with community events
- Apply for a permit online
- File a complaint about an officer
- Use of force
- Vehicle towing and recovery
- Get to know your police chief
- Mental health or suicide outreach information
- Live chat with an officer
- Traffic court or citation information
- Body camera information
- Live chat with customer support
- Get involved in police efforts
- Provide comments to a public, online message board
- See a day in the life of an officer
- Police department history
- Family support information
- Social media sharing (sharing an article, resource or...
- Read and rate community member comments to a...
- Find police department jobs
- Learn the process to become a police officer

X-axis: Public Interest (0, 1, 2, 3, 4)
Y-axis: Feature

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Only displaying the top answers. All questions were optional and did not require an answer.

WEBSITE SURVEY | FREE-FORM QUESTIONS

What other services or resources would you like to see on this website, but aren't currently able to find?

Feedback & Communication
- Real-time crime statistics and trending
- SFPD response to crime data (ie. action taken)
- Real-time information on the types of calls officers respond to
- Computer aided dispatch records and recordings
- Info on response times
- Feedback/follow-up after reporting an incident
- Easier to read email newsletters (district newsletters)

Community
- Community meetings, events, outreach and involvement
- Continually request and incorporate community feedback (ie. annual surveys)

Police Force
- Number of police currently on the force
- Breakdown of police resources by neighborhood
- Ability to contact district station reps online

Public Safety
- Safety and self defense class information
- Educate the public on when to engage use of force
- De-escalation techniques

Online Reporting
- Ability to submit video/photo evidence along with online crime report submissions

Additional Information/Resources
- Integration between police, city supervisors, District Attorney and judges
- Information on open investigations (mugshots, case details, inmate status, court info, link to inmate locator, resolutions)
- Increased attention to small crimes/"quality of life issues" (such as arrests and prosecution regarding vandalism, auto burglary, open drug use, littering, bicycle use on sidewalks, home break-ins, bike theft, etc.)

"I want to know the outcome of committed crimes. Many times we see crimes reported, but don't learn if the culprits were prosecuted."

What part(s) of the San Francisco Police Department do you want to know more about? (Examples listed in order of public interest)

- Crime investigations (including progress and resolution)
- Foot patrols/beat officers
- Technology
- K9 units
- Policy
- Forensics
- Police units
- Biographies
- Mounted Unit
- History
- Administration

Additional Requests:

- Current crime trends and statistics
  - Neighborhood and local crime trends
  - Progress and outcome (ie. number of solved crimes, how crimes were solved, etc.)
- Community efforts and community presence
- Police staffing (unit breakdown, resource distribution, patrol frequency, specialties, etc.)
- Accountability
- Auto burglary efforts
- Use of force
- Response times
- Training (conflict resolution, cultural sensitivity)
- Traffic enforcement efforts (speeding, double parking, cell phone usage, etc.)

1:1 Interviews

RECOMMENDATIONS | **NEWS**

"I want to hear it from the horse's mouth." "One of the first things I wanted to read was the latest info... The twitter feed specifically."

Insight	Opportunity
"The Twitter feed on the homepage shows that the SFPD is an up-to-date, trustworthy source for local, breaking news. Posts including mugshots feel sensationalistic and tacky."	● Separate out a Twitter feed with breaking news only ● Incorporate city-wide announcements on the homepage
"I want a localized, customized news feed that is tailored to my location."	● Provide a separate, news-only Twitter feed for each neighborhood station
"I expect accuracy, immediate updates, real-time responsiveness."	● Time-stamped news posts in chronological order allow users to trust the immediacy and accuracy of information being shared
"Consider the voice and tone for this kind of information."	● Maintain a consistent, friendly voice for all written content
"I like being able to see real-time updates for what's going on in the community based on parameters that I set."	● Allow for customization with news subscriptions

RECOMMENDATIONS | **NEWS (continued)**

Insight	Opportunity
"I want to see quality of information from a credible source. It should be easy to navigate, current, free, with stored information over time."	● Allow users to access deeper stories and additional information at his / her leisure via news archives
"I would wonder 'how did he handle the situation?' Most officers have a camera, so I would be curious about that, too."	● Multimedia news story coverage ● Include officer body cam footage in news coverage when available
"I cross-reference news sources to ensure that I am getting the full story. I'm also very active in the community, so I use Nextdoor and Citizen often."	● Partner with trusted, go-to news sources for greater visibility

RECOMMENDATIONS | HOMEPAGE

Insight	Opportunity
"The Twitter feed on the homepage shows that the SFPD is an up-to-date, trustworthy source for local, breaking news, however posts including mugshots feel sensationalistic and tacky." *(duplicate recommendation for the News on slide 59)*	● Incorporate Twitter feed with only breaking news (for all of San Francisco)
"I expect to see breaking news; such as fire, events within the city, etc. on the website."	● Include road and safety updates as dynamic content
"I had to look up the SFPD mission statement. I didn't realize how community-focused the SFPD are."	● Highlight the mission statement in a prominent location, such as the homepage
"I've not heard of 311. I didn't know there was a non-emergency line."	● Provide clear information re: 911, 311, the non-emergency phone number, text-a-tip, etc. (including tap-to-call functionality and information on when to use each one)
"There are too many links on the homepage, making it difficult to know what I should read."	● Provide quick links to the most frequently visited pages (vehicle towing rights, directory with contacts, reports, career opportunities, youth events, etc.)

RECOMMENDATIONS | **STATION PAGES**

"Break things down by the part of town… even though San Francisco isn't a huge place, it's very different from neighborhood to neighborhood."

Insight	Opportunity
"I want a localized, customized news feed that is tailored to my location."	● Provide a separate, news-only Twitter feed for each neighborhood station
"Going to a site to check it is great, but also being able to have it automatically sent to you would be really useful."	● Option to subscribe to customized neighborhood updates regarding urgent alerts, safety updates and general news
"I want to know who is in my neighborhood. Who I can interact with and who I can relate to."	● Highlight local officers
"I use crime maps to looks for hotspots in my local neighborhood. I want to find the safest route for getting home - particularly at night."	● Customized, neighborhood view of crime map ● Synthesized data showing progress in crime prevention as a means of establishing trust

RECOMMENDATIONS | **STATION PAGES (continued)***

Insight	Opportunity
"Community service needs and resources vary greatly from one neighborhood to the next."	● Provide customized information, resources and links to social services for each neighborhood (ie. needle exchange, port-a-potty, transitional housing for the Tenderloin) *
"I'd like to view similar incidents and reach out to connect with other people who have gone through the same thing and maybe band together somehow."	● Connect community members in order to build a stronger neighborhood support network (applicable to both station and main resource pages)

* Station surveys were also collected in order to outline specific information and resources needed for each neighborhood. Details on this findings can be seen on page 44.

"It comes down to community involvement… the community is not separate from the law enforcement effort but are very much a vital part of it."

Insight	Opportunity
"Trajectory-wise, I can go in any direction, but I did not find that out until I got into the program."	● List and describe specialization paths (investigations, child protective services, homicide, police dog, airport bureau, supervisory, DUI, narcotics, etc.)
"The SFPD website information is pretty general. I favored https://post.ca.gov/ to find out about training tips for getting hired in California and to stay up-to-date on the hiring board."	● Provide clear information on minimum requirements, timelines, etc.
"In terms of career growth, I want more specifics. What are the educational requirements? What would distinguish someone and help them be competitive?"	● Provide information on career paths, progression, ranks, minimum requirements, pay, roles and responsibilities
"In terms of a solution, I think it comes down to being more community involved."	● Leverage more foot patrol officers ● Organize more community events to establish trust between police and community members

RECOMMENDATIONS | **RECRUITMENT / ACADEMY (continued)**

Insight	Opportunity
"It is a tough career to get into so I think having the endgame in mind is super crucial. I found out about SFPD retirement through an informal conversation."	● Outline benefits packages (retirement, pension, etc.)
"Not knowing where you stand in the process is kind of like being in the dark for a little bit, so it would've been nice to get informed."	● Inform candidates of their progress and the time required between each step in the process
"I had done PATs in the the past, but had a brother who applied, who was confused and needed clarification."	● Video explanation of the physical ability test (PAT)
"As a new hire, one of the things that would have been really helpful to know is how difficult and how demanding appointments are."	● Feedback to recruits when scheduling initial appointments ● Text and video testimonials from recent recruits / hires
"I don't have enough female classmates. A lot of the the crimes need a female officer. Some female friends thought about joining, but feel like it is too physical."	● Text and video testimonials from women addressing these issues ● Targeted marketing to a female audience

RECOMMENDATIONS | **SENSE OF COMMUNITY**

"No one can do it by themselves; even the SFPD. True success will be a community solution."

Insight	Opportunity
"I want to know who is in my neighborhood. Who I can interact with and who I can relate to. Then you become a friend…. Friends help each other."	● Leverage more foot patrol officers ● Organize more community events to establish trust between police and community members
"Ensure that all events are public and make me feel included… even though I don't actually go to the events very often, I love feeling like I could."	● Establish trust via more face-to-face public community events (ie. "Meet an Officer", "Meet a Canine", "Officer of the Month", charity events, town halls, cook-offs, events at parks, etc.) ● Partnership programs: cross leverage existing community networks for these events (ie. San Francisco Public Library)
"I'm drawn to events with a social mission behind it."	● Allow the public to contribute to the decision on where fundraising efforts for a given event should go
"I'm more likely to attend if there's an expert there."	● Invite and advertise important speakers
"I'm more likely to attend if friends are attending."	● Advertise on social media networks ● Leverage organic community sharing to get the word out pre- and post-events

RECOMMENDATIONS | **PUBLIC SAFETY & RESOURCES**

Insight	Opportunity
Public Safety ➢ "I would be interested in seeing public safety tips." ➢ "Crime is really bad; we have close to 80 vehicle break-ins a day." ➢ "Lately there's been a lot of issues with scammers trying to pretend to be the IRS."	● Provide additional public safety resources on how to prevent vehicle break-ins, public transportation, traffic regulations (Uber, bus, MUNI, BART), mental health ● Update the information provided / highlight pertinent information based on crime patterns ● Educate both on and offline - host free classes or community events regarding safety
"I feel unsupported as a domestic violence victim."	● Provide additional domestic violence resources

"I am a woman and I am concerned for my security in the city. How can I protect myself?"	● Provide additional info and resources re: victim services
	   ○ Mentorships / personal connection
	   ○ Multimedia testimonials
	● Host outreach and training events in the community (leverage existing community groups)

Insight	Opportunity
Homelessness: ➢ "We have a massive issue with homelessness… It makes me very mad that my neighborhood is so dangerous." ➢ "There is a ton of money being spent on these problems; it would be amazing to know that they are trying to fix them."	● Provide additional information on services that support non-emergency needs (ie. relocation, mental health) ● Update the public on what *is* being done (special police force in charge of homelessness)
"Living in a very urban setting, I did not feel super plugged into my community until I joined Nextdoor. Now, it's like 'Be careful, this car was broken into on this intersection' or 'there was a home break-in in the building right next to me'…"	● Partner with trusted community resources

RECOMMENDATIONS | **CONTACTING SFPD**

Insight	Opportunity
Options for contacting the police: ➢ "311 response times are slow, it is difficult to get a human on the phone and I am often routed to the wrong department" ➢ "Make it really clear that those options exist" ➢ "911 is your last resort. If you can't trust them, who can you trust?"	● Make all forms of communication visible from the homepage while clarifying when to use each channel (non-emergency phone number, 311, etc.) ● Incorporate live chat within the web interface ● Make *anonymous* tip line more prominent ● Set expectations by providing updated information on response times (ie. 4 hour wait for non-emergency calls) ● Improve information hierarchy on phone directory / contact page ● Increase public awareness re: alternate forms of communication (311 app, etc.)
Text-a-Tip lines:	● Clarify that this is anonymous ● Include an area code ● Provide feedback to clarify to users that the SFPD is following through
"When we do call in, it can be a long process of phone calls, having the data accessible on a computer would be great."	● Convert in-person, over the phone or paper-based services to web services which users can both submit and access online (lost and found, etc.)

Insight	Opportunity
"I live in the Mission. All officers in my neighborhood are bilingual and I really like that I can talk to them in Spanish."	● Multilingual support (also applicable to station pages)
"Bureau, admin, chief of staff… is all greek to me. I want to know who is in my neighborhood; who I can interact with."	● Highlight local officers on the website ● Increase foot patrol and face-to-face community engagement
"Penal codes and laws: I don't know what that means and I don't care. Speak to me in a language I can understand."	● Limit use of internal terms ● Incorporate a friendlier voice and tone
"I'm not as interested in learning about Chief Bill Scott, I want to know who I have contact with in my neighborhoods."	● Highlight local officers on the website ● Deprioritize info about the Chief from the homepage
"You can do a search, but unless you know what you're looking for, you don't know what the website has to offer… I'd like to be able to peruse what all is available."	● Text outline version of sitemap serving as an alternate navigation while providing access to all information
"I heard about the police accountability form recently at a coffee shop, but could not find the form on the website."	● Make task completion easier for Police Accountability Form (ie. link to the form directly, rather than the homepage)

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Insight	Opportunity
Filing a report: ➢ "Data inputs are extremely restrictive and the system rejects certain formats." ➢ "When there's an error on one input field, all other fields are cleared out and I have to go through the flow again." ➢ "After filing a report, I received a case number, which I should be able to reference when filing a supplemental report. Instead I had to provide all the same info again just to add a serial number." ➢ "I would like to see that a human has taken a look and is taking care of this."	● Provide more specific examples at the beginning of the report (theft, burglary, etc.) ● Streamline look and feel for form submission ● Address error handling ● Set expectations for follow-up (response and timeline) ● Provide contact information for follow-up ● Provide additional feedback to the user as case is being reviewed, updated, etc. *This is is not an exhaustive list. Further exploration required to provide a comprehensive list of recommendations.
➢ "Following an in-person interaction with an officer, I needed to contact that officer, but did not know how to do so." ➢ "I want more information on all officers within the force (How long he/she has been on duty, how many tickets, arrests, encounters, how does he/she do his/her job?)"	● List officers within the neighborhood (either photos or name) ● List officers within the force (with more detailed information on each individual)

Insight	Opportunity
Additional missing content	- Info on county jail, inmates, traffic courts, etc. - AMBER alerts - Missing persons
"The 'Most Wanted' information is helpful, but I'm not clear on how I can help."	- Empower users to participate in community policing by way of direct access to an anonymous tip-line - Allow users to sort by date (in order to see most recent) - Allow users to sort by location (possibly show local listings by user's IP address)
"I'm not clear on how up-to-date the information it is. How often is the site updated?"	Time-stamp site updates
"I wouldn't remember www.sanfranciscopolice.org in case of an emergency."	Use a shorter, more memorable url
"Prominent feedback form for providing comments is great, but how do I know that someone is reviewing this feedback?"	Incorporate feedback to users into internal process flows (follow-up emails, etc.)

Insight	Opportunity
Homicide cases: ➢ "We advocated for our children while they were alive, you advocate for them while they're dead, too." ➢ "I am his voice, so we want you guys [the SFPD] to be our children's voices." ➢ "What has *not* been helpful, is officers and our investigators and people in authority not keeping in touch with us." ➢ "Bring back the love for our community and for our children. Maybe if the public knew these things were going on, there would be fewer homicides." ➢ "I advertise on buses, carry posters, speak on the news… I need to tell his story with some sort of permanence until the case is solved." ➢ "We want closure."	● Add a dedicated page for homicides ● Identify solved cases vs. open cases ● Provide credentials and contact information for the homicide investigator each case is assigned to ● Present each victim's story in the first person, so as to gain empathy from the public and urge community assistance in solving each case ● Allow users to submit tips/contribute information to each case through the web interface (allow witnesses to feel safer coming forward) ● Provide community support services and resources for families of victims (healing circles, assistance with funeral expenses, work with bereaved children, violence prevention programs, etc.) ● Promote collaboration with the community and law enforcement *This is is not an exhaustive list. Further exploration required to provide a comprehensive list of recommendations.

Insight	Opportunity
Youth programs: ➢ "PD Summer Youth Programs: I didn't even know about, super interesting and I would recommend to friends and family members." ➢ "SFPD Wilderness Adventure Youth Program (great PR and useful for the community)." ➢ "I saw the Junior Police Academy event for teens. My daughter was interested, but we couldn't participate, because it was paid."	● Add a dedicated page for youth (outline possibilities for youth engagement with the SFPD) ● Better exposure for SFPD-hosted community activities ● Host police-related events where kids can come to learn more about the police ● Consider additional youth events (camping, field trips) ● Revisit scholarship qualifications

RECOMMENDATIONS | **NEW FUNCTIONALITY**

"I'll do anything to avoid talking with someone on the phone."

Insight	Opportunity
Illegal Parking	● Ability to report a car blocking a driveway or on a sidewalk through the web interface, rather than calling a phone number
"I can't always call 911 in an emergency, I need a subtler way of alerting the officer."	● Text an alert with some way of identifying user's location
"My car was towed recently. I was told I could use the police department website, but it just directs you to a phone number, then you have to call a car towing company."	● Obtain information on a towed car by entering info from the license plate into an online system
"I don't know what some of these names mean: 'Southern Station', 'Central Station', etc.."	● Allow user to find their local station by zip code or location

RECOMMENDATIONS | **NEW FUNCTIONALITY (continued)**

Insight	Opportunity
"Is there a way to quickly text someone live to ask for support or ask questions? Perhaps live chat with a police officer?"	● Live chat with an officer or customer service
"311 response times are slow, it is difficult to get a human on the phone and I am often routed to the wrong department."	● Have an option to leave a message with the non-emergency line ● If the wait is longer than 15 minutes, input phone number and the system calls back