



# San Francisco Police Department Phase I Implementation Proposal

Presented to the Police Commission on

April 1, 2009

*Revised April 2, 2009*



# Presentation Overview

- SFPD Studies
- A New Collective Vision for the Future
- Three-Pronged Approach for Achieving the Vision
  - Policy
  - Procedural
  - Phase One District
- Phase One District
  - Purpose
  - Benefits to phased implementation
  - Goals and Measures of Success
- Phase One District Selection Criteria
- Next Steps



# SFPD Studies

- Eight studies over the last few years – 7 were City sponsored and 1 was community initiated.
  1. Organizational Assessment
  2. District Station Boundaries Analysis
  3. Foot Patrol Evaluation
  4. The San Francisco Community Safety Camera Program
  5. Community Police Advisory Committee Report
  6. Information Technology Strategic Plan
  7. Fair and Impartial Policing Study
  8. Community Peace Plan
- Collectively, these studies offer over 350 recommendations for changes in SFPD operations.



# A New Collective Vision

## THE SAN FRANCISCO POLICE DEPARTMENT VISION STATEMENT

**Adopted July 16, 2008**

The San Francisco Police Department is committed to being a world-class police department and a leader among urban police departments by hiring and promoting talented officers and professional staff, employing the highest standards of performance, best practices in policing, and accountability, and reflecting the values of the world-class city it serves.

San Francisco has an international reputation for its commitment to human values: compassion, fairness, diversity, human rights, and justice. These values must be at the forefront of the SFPD as it fulfills its public safety mission.

The San Francisco Police Department strives to adhere to the highest standards and reflect the diversity of its community members. The people of our communities and members of the Police Department must be united in their commitment to addressing crime, violence, and quality-of-life issues by engaging one another and all city agencies in problem-solving partnerships.

Police strategies and tactics must be driven by accurate, timely and reliable information supplied by current and emerging technologies and supported by the Department's systematic engagement of all of San Francisco's diverse neighborhoods.

The Police Department strives to maintain the trust of San Francisco community members by actively engaging with the neighborhoods it serves. The Police Department seeks to make its policies and operations as open as possible. When there are complaints involving the police department, both the public and the police are best served by a system of accountability that is expeditious and fair to all involved.

To make this vision a reality, the Police Department must reward the hard work, ingenuity, and resourcefulness demonstrated by its employees, and must offer state-of-the-art training, development and career opportunities for advancement and retention. This will ensure that employees see the Police Department as a lifelong career and strive to become the department's next generation of leaders.



# Themes from the Vision Statement

- Community Engagement
- Problem Solving
- Information-Driven Tactics
- Accountability and Transparency
- Personnel Development



# Approach for Achieving the Vision

- **Policy.** High level recommendations that require policy maker and/or voter approval.
- **Procedural.** Recommendations that represent national best practices and can be department initiated.
- **Phase 1 District.** Phased implementation of district based recommendations.



# Policy

- Increase the chief's authority in discipline
- 5-year police chief contract/appointment
- Consolidate districts from 10 to 5
- Development and use of community safety cameras
- Development of a citywide violence reduction strategy



# Procedural

- All 291 procedural recommendations categorized by vision statement theme and assigned to a bureau.
- Bureau Deputy Chiefs are responsible for implementation.





# Procedural Recommendations: Complete

- Community Engagement
  - Introduce new officers to property managers and residents
  - Core training to include material on unconscious biases
  - Assess diversity of applicant pool
  - One Commander of Police over all 10 districts stations
  - Department should conduct ongoing review of recruits for characteristics described in its Vision



# Procedural Recommendations: Complete

- Information-Driven Tactics
  - Cameras – Project manager identified.
  - Cameras – Collaborate with forensic video inspector.
  - Cameras – Raise community awareness and understanding of CSC system.
  - Cameras – Identify stakeholders and review technical and procedural issues.
  - Cameras – Evaluate existing process and performance requirements with DEM.



# Procedural Recommendations: Three-month

- Community Engagement:
  - Members to increase positive interactions with youth.
  - Bilingual officers to speak on ethnic television and radio stations to address community issues.
  - Update of foot beat training.
  - Integrate a Community Policing Call type into incident code.
  - Field training to include community engagement and problem solving.



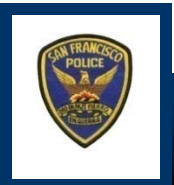
# Procedural Recommendations: Three-month

- Information-Driven Tactics:
  - Cameras – Conduct assessment to determine potential impact on SFPD technology.
  - Cameras – Develop policies, practices, documentation and training to assist in implementation.
  - District Boundaries Assessment – Standardize and automate activity reports.



# Procedural Recommendations: Three-month

- Accountability and Transparency
  - Complete update of the Canine Manual.
  - Update to supervisory response and investigation protocols for canine bites.
- Personnel Development
  - Evaluate the number of Field Training Officers in relation to hiring plan.



# Procedural: Implementation Summary

Completed	29
Priority next 3 Months	18
<u>Over 3 Months</u>	<u>244</u>
Total Procedural Recommendations	291



# Phase 1 District - Purpose

- Implementation of district based recommendations at one police district.
- Phased implementation is fiscally prudent, allows for evaluation and improvements in design.
- The goal of the Phase 1 District is to reduce crime and improve quality of life through community and police partnerships.



# Phase 1 District - Measures of Success

- Decrease in targeted crimes over time
  - Fewer incidents of targeted crimes
  - Fewer public complaints about targeted crimes
  - Fewer calls for service about targeted crimes
- Increase in community satisfaction with quality of life.
  - Reduced fear/concern about problem
  - Improved public perception of safety
- Improved trust between community and police.
  - Increased public cooperation
  - Increased public satisfaction police handling of problems
  - Increased police officer job satisfaction





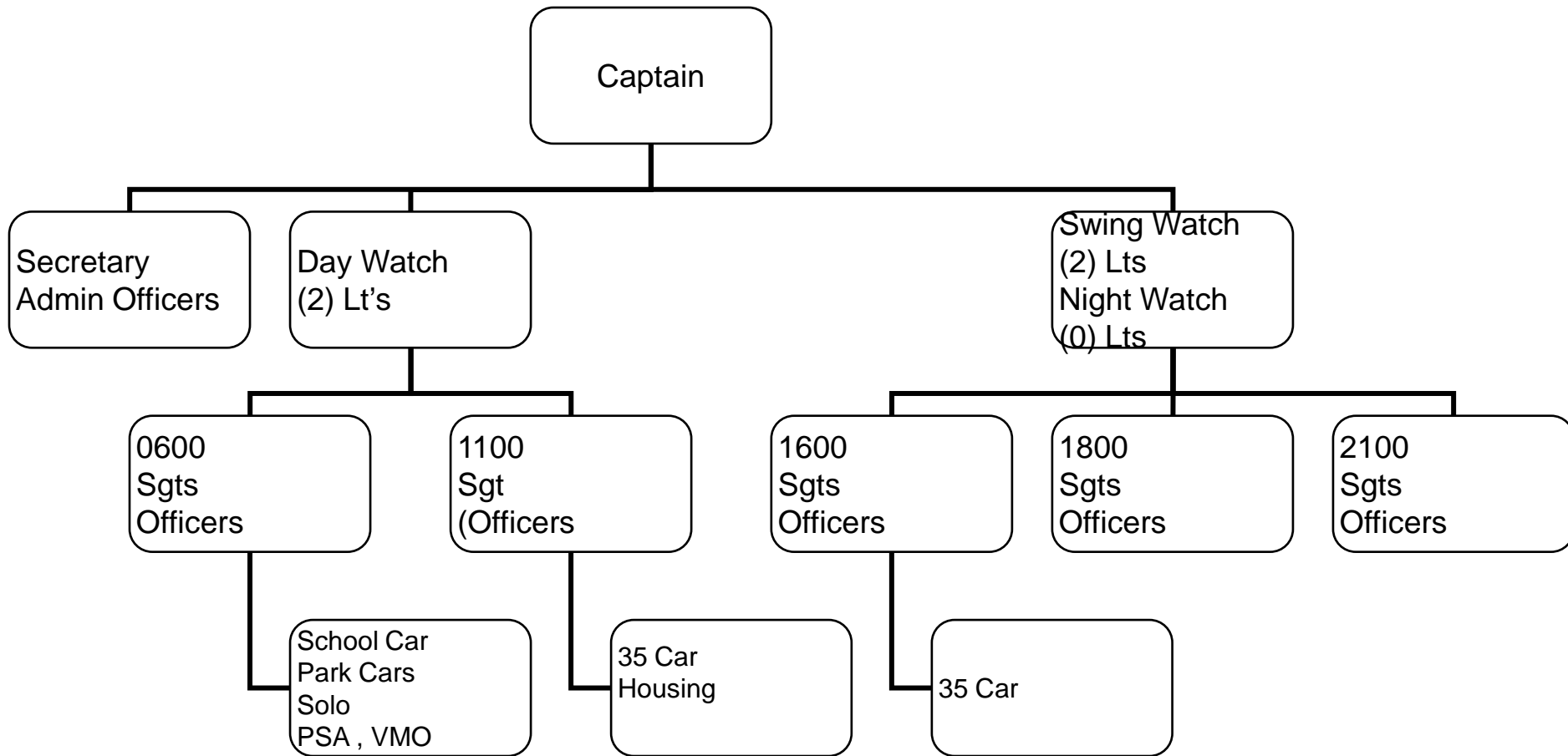
# Phase 1 District Proposal

- Station Reorganization
- Sector Deployment
- Investigative Function
- Coordinated Process for Community Engagement/Problem Solving
- Local Information System



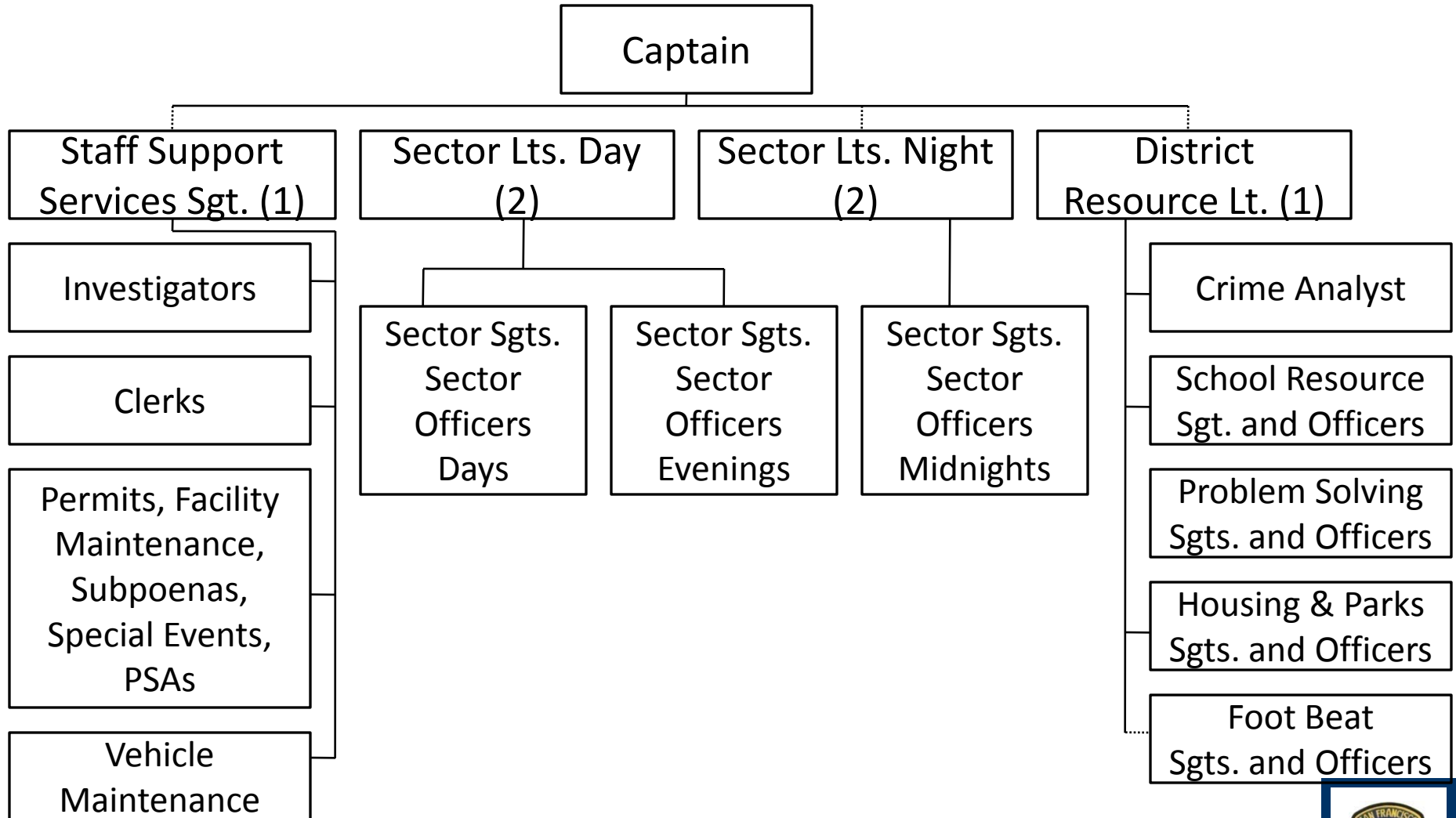
# Phase 1 District - Reorganization

## Current - District Organizational Chart Example



# Phase 1 - Reorganization

## Proposal - Phase 1 District Organizational Chart



# Phase 1 District - Reorganization

## Impact to District Deployment

- Lieutenants +1
- Sergeants up to 7
- Investigators up to 3
- Civilians + 1
- Civilianization up to 4\*

\*Permits, facility maintenance, subpoenas and special events.



# Phase 1 - Reorganization

- **District Resources Unit.** Supports the daily community policing activities of station and coordinates problem solving efforts.
- **Sector Policing.** Responds to calls for service, identifies and solves problems, engages the community and prevents crime.



# Phase 1 - Reorganization

- **Staff Support Unit.** Permits, facility maintenance, subpoenas and special events tracking by Police Service Aides.
- **Investigative Function.** Follows up on crimes that are important to explore within the district.



# Phase 1 District Personnel

- **Job Descriptions.** All job descriptions include duties and responsibilities specific to community engagement and problem solving.
- **Performance Evaluations.** Measurable objective criteria and expectations to track performance.
- **Training.** Community engagement, problem solving and communications.



# Phase 1 District - Problem Solving

- Scanning, Analysis, Response, Assessment (SARA) problem solving methodology.
- The SARA process will be coordinated through a Problem Analysis Committee
- Members are expected to integrate a problem solving approach into their daily activities
- Creation of a database to track problem solving projects and impact.





# Phase 1 District – Information System

- A district specific information system for timely information of:
  - crime reports
  - calls for service
  - self-initiated activities
  - arrests
- System key for problem analysis, impact evaluation and progress reports.



# District Selection Criteria

- Community Involvement
- Crime Statistics
- District Features
- Community Demographics
- Police Station Facilities
- SFPD Personnel



# Selection Criteria: Community Involvement

- Number Community Organizations
  1. Ingleside (95)
  2. Bayview (81)
  3. Northern (79)
- Respondents (self-selected) to PER Community Survey
  1. Mission (18.8% of all responses)
  2. Northern (16.2%)
  3. Ingleside (14.6%)



# Selection Criteria: Crime Statistics

- Distribution of Crime Types Reflects Citywide Distribution
  - Taraval
  - Ingleside
  - Southern
- Violent Crime (2008 Homicides)
  1. Bayview
  2. Ingleside
  3. Mission
- Violent Crime (2002-2007 Assault as % of all incidents)
  1. Tenderloin
  2. Ingleside
  3. Mission



# Selection Criteria: District Features

- Number of Schools (K-12)
  1. Taraval (45)
  2. Ingleside (36)
  3. Richmond (35)
- Supervisorial Districts
  1. Ingleside/Northern/Park (5 each)
  2. Mission/Taraval (4 each)
- Population density – comparable to Citywide
  1. Richmond
  2. Ingleside
  3. Park



# Selection Criteria: Community Demographics

- Ethnic diversity (% of Black, Latino, Asian, White within district)

	<b>%Black</b>	<b>%Latino</b>	<b>%Asian</b>	<b>%White</b>
<b>Bayview</b>	30%	17%	32%	19%
<b>Ingleside</b>	6%	26%	35%	30%
<b>Tenderloin</b>	11%	18%	34%	33%

Source: 2000 Census

- Number of Housing Authority sites
  1. Mission (8)
  2. Northern (8)
  3. Ingleside (6)



# Next Steps

- Development of district implementation plan with selected captain, district personnel, departmental working groups and community.
- Collection of baseline statistics.
- Development of computerized information system.
- Pursuit of grants to fund hiring and the scientific evaluation of Phase 1 District.
- Hiring of Strategic Management Division director.
- Quarterly Police Commission reports.



# Phase 1 Implementation Proposal

The full 92-page Phase 1 Implementation Proposal may be found on:

[http://www.sfgov.org/site/police\\_index.asp](http://www.sfgov.org/site/police_index.asp)

