



**San Francisco Police Department
Ingleside Station**

**PHASE 1 STATION IMPLEMENTATION
Police Executive Research Forum (PERF)**

**OVERVIEW
April 2009**

**The following represents an overview of PERF's recommendation
For the Ingleside Police District:**

GOAL

The goal of the Phase 1 district is to solve multiple crime and disorder problems in the district through community and police partnerships. Phase 1 District MEASURES OF SUCCESS:

A. Decrease in targeted crimes over time:

- Fewer incidents of targeted crimes
- Fewer public complaints about targeted crimes
- Fewer calls for service about targeted crimes

B. Increase in community satisfaction with quality of life

- Reduce fear/concern about problems
- Improved public perception of safety

C. Improved trust between community and police

- Increased public cooperation
- Increased public satisfaction of police handling problems
- Increased police officer job satisfaction

Administering the recommendations is not a top down approach

SFPD Ingleside Station
Phase 1 Station Implementation
Page 2

Not necessarily in this order

Implementation:

1. Reorganize station structure to include a 5th Lieutenant to serve as a resource Lieutenant, in charge of the Resource Unit. The Resource Unit will assist officers in problem solving and community engagement strategies. The Lieutenant will oversee the following units:
 - **1 Sergeant and 8 Officer 35 Car Team**
 - **1 Sergeant and 8 Officer Problem Solving Team**
 - **1 Civilian Crime Analyst**
 - **3 Investigators (Inspectors or Officers)**
 - **3 School Resource Officers (assigned fulltime to the district)**
 - **1 Sergeant and 8 Officer Housing Team**
 - **Foot Beat Officers**
 - **Station Solo Officers**
 - **Park Officers**

Note: "Sector Lieutenants" will ensure "sector officers" are responding to calls for service, identifying and solving problems, engaging the community and preventing crime.

2. Attain a sector deployment goal so that **no more than 40% of the officer's available time** is dedicated to handling calls for service.
3. **Assign 3 Investigators to follow up on cases** which otherwise would not be investigated and are important to the district. These 3 investigators would work closely with all members of the station and specifically, the Resource Unit, in order to contribute to problem solving activity. Cases would be assigned by the Resource Lieutenant.
4. The **systematic and coordinated implementation of the S.A.R.A.** (Scan-Analyze-Respond-Assess) problem solving process through a Problem Analysis Committee, a law enforcement best practice.
5. Hold a **Weekly Problem Analysis Committee Meeting** (Chaired by the Captain, made up of 5 Lieutenants and the Crime Analyst).
6. Implement the **13 step problem solving model** as a daily routine for station operations and is prioritized in partnership with the Officer, Sergeant and Problem Analysis Committee.
7. Develop a **District specific Information System** (IT) for crime reports, calls for service, self initiated activities, arrests and Compstat, in order to deliver timely information for problem analysis impact evaluation.
8. **Add a Sergeant** to support Captain staff duties
9. **Adjust the Sector Lieutenant hours** to 0530 to 1530 and 1530 to 0130 hours.

SFPD Ingleside Station
Phase 1 Station Implementation
Page 3

10. **Replace the current SFPD 509** form with a new form titled **“Problem Nomination Form.”**
The development of a standard form will be based on the Ingleside member’s input.
11. **Increase Community Engagement** by ensuring all 95 community organizations, 36 schools and numerous neighborhood watch groups are well attended by the members of Ingleside Station.
12. **Each member assigned to the Resource Unit will have a specific job description** which includes problem solving, team activities and community engagement.
13. All members of Ingleside Station will receive **training**, at a minimum, on the following topics:
 - **A Historical Approach in the SFPD**
 - **Community Policing**
 - **Community Engagement**
 - **The Problem Solving Process**
 - **Communication Techniques**
 - **The Problem Analysis Committee**
 - **The Compstat process**
 - **Gangs**
 - **Zone Enforcement**
 - **Preliminary Investigations**
 - **Interview and Interrogation**
14. Distribution of a **“panel survey”** for a period of time consisting of 2, 4, 6, 9, and 12 months in order to seek input from the community on performance. **Approximately 300 community members** to participate.
15. Development of working groups:
 - **District Staffing**
 - **Data Analysis & Systems**
 - **Training**
 - **Community Engagement**
16. **Identify key implementation advisors in the community**

SFPD Ingleside Station
Phase 1 Station Implementation
Page 4

Phase 1 District: Phased implementation of district based recommendations to evaluate effectiveness and improve design. **OF THE 291 RECOMMENDATIONS, THERE ARE 47 PROPOSED FOR THE PHASE 1 DISTRICT:**

Refer to full text on PERF report

1. Integrate community policing, problem solving and Compstat
2. Set district staffing levels based on community engagement.
3. Structure of Department must be on crime control through community policing
4. Implement and integrated RMS and Case Management IT system
5. Create and in house IT system for a 2 year period
6. Assess foot beats, place officers on problem solving teams and civilianize positions
7. Install “smart camera” that send out alerts when an incident occurs
8. Change the infrastructure of the SFPD to create a Community Policing Unit and Plan
9. Create a Community Policing call type in radio code
10. Each district should have a Crime Analyst
11. Decentralize the School Resource Officers
12. Create problem solving teams at the stations
13. Public housing and parks should have dedicated officers
14. Assigning three investigators to follow up on district crime
15. Improve the IT system overall and higher individuals to maintain standards
16. Establish working group for the implementation and evaluation of foot beats
17. Develop a strategic plan for foot beats that communicates with a citywide plan
18. Develop a strategy/policy that defines a working foot beat
19. Propose CAD be updated to reflect accurate beat locations and call signs
20. Establish additional call signs for foot beat vs. bicycle beat and keep consistent
21. Reports of incidents and problem nomination form information need to be followed up
22. Revise the SFPD 509 form
23. Problem solving should be the focus at community meetings. Limit officers attending
24. Assign meeting coordinators and keep relevant police personnel updated
25. Educate the community on crime prevention and how they may get involved
26. Propose CAD be updated to reflect accurate sector and beat locations
27. Review and update current CAD procedures for improvement purposes
28. Improve staffing reports, staffing database and revise daily watch sheets
29. Provide for accurate staffing by developing a vision for optimum staffing
30. Create a staffing matrix based on collected data
31. Ensure accountability by developing a multi year strategic plan and oversight
32. Develop a community policing outreach campaign and educate the citizens
33. Start a civilian led community policing outreach campaign to promote the Department
34. Work with the youth to develop an anti “don’t snitch” campaign
35. Increase coordination between beat officer, SRO and Juvenile Probation
36. Establish procedure to have SRO’s engage with afterschool safe havens
37. Establish relationship with ethnic media to improve the flow of communication
38. In partnership with City Government, establish outreach and engagement in public housing
39. Maximize relationships and communication with public housing officials
40. Deploy bilingual officers and ensure daily newsletter is in at least two languages

SFPD Ingleside Station
Phase 1 Station Implementation
Page 5

41. Coordinate quarterly Police Community Relations meetings in the multi language areas
42. Establish a multi language tip line at the district level
43. Develop an enforcement strategy for enforcement of trespassing in public housing
44. Bilingual officer to consistently speak on ethnic television and interview with ethnic paper
45. Provide community policing training to all officers
46. Involve City agencies, non profit organizations and the community in problem solving
47. Form a district strategic planning committee that leads focus groups/guides budget

Overview Summarized By:
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Revision 2