City and County of San Francisco

Office of the Controller – City Services Auditor

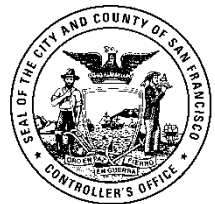# SAN FRANCISCO POLICE DEPARTMENT

Addressing Crime and Disorder on the Municipal Railway: A Case Study on Data-Driven Policing in the Ingleside District

June 2, 2010

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San Francisco Police Department
Addressing Crime and Disorder on the Municipal Railway: A Case Study on Data-Driven Policing in the Ingleside District

June 3, 2010

Purpose of the Report

This case study illustrates how the Ingleside Police District used City data sets and a problem solving approach to address crime and disorder on the San Francisco Municipal Railway (Muni).

Highlights

The public, elected officials, and transit operators expressed increasing concern about crime, disorderly conduct, and the lack of police visibility on Muni.

The Ingleside Police District, selected to implement recommendations from recent studies of the SFPD, applied a problem solving approach to crime and disorder on Muni.

The Ingleside District sought data and information from multiple sources including survey data and Muni operator security reports, resulting in a better understanding of the problem and an informed response.

The outcome of this problem solving effort and analysis was the strategic deployment of police on the most problematic Muni routes, intersections and times of day.

The Ingleside Police District also employed new tactics such as fare inspections while patrolling transit vehicles. The District followed-up its response with continued assessment of progress.

While it is too early to assess the long-term impact, early results are promising. This new approach that started in the Ingleside is now used citywide and transformed the SFPD's long standing efforts to address crime on Muni.

The Ingleside implementation took place over a seven-month period, resulting in changes to the Ingleside's organizational structure, staffing, training, and programs to support community engagement and problem solving.

Several of the changes initiated in the Ingleside District, including data-driven police deployment on Muni, have been implemented citywide.

Recommendations

The report includes three recommendations for the SFPD to refine its approach to data-driven deployment on Muni. Specifically:

1. The SFMTA should provide regular Muni operator security reports from the TransitSafe database to the SFPD in a format that is usable for deployment purposes.

2. The SFPD and SFMTA should implement a more comprehensive public service campaign about crime prevention on Muni and the importance and mechanisms to report all crime incidents.

3. The SFPD should formalize a proof-of-payment fare inspection training program to ensure consistency of approach department-wide.

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June 3, 2010

The Honorable Gavin Newsom
Mayor, City and County of San Francisco
Room 200, City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

The Honorable Members, Board of Supervisors
Room 244, City Hall
1 Dr. Carlton B. Goodlett Place
San Francisco, CA 94102

Dear Mayor Newsom, Ladies, and Gentlemen:

The Controller's Office and the San Francisco Police Department (SFPD) present a case study on addressing crime and disorder on the Municipal Railway (Muni). The case study provides a review of the Ingleside Police District's use of a problem solving approach to analyze and respond to escalating community concerns with crime on Muni.

As this case study demonstrates, the Ingleside effort informed the SFPD's new approach to providing Muni security based on crime analysis, community complaints, and Muni operator concerns. This approach, along with the SFPD's management and accountability model known as COMPSTAT, will move the SFPD towards its citywide goal of reducing crime on Muni by 10 percent in 2010.

The Ingleside Police District's application of problem solving as a method to address crime and disorder on Muni is the result of the implementation of recommendations from recent studies of the SFPD. The Ingleside implementation pilot took place over a seven-month period, resulting in changes to the Ingleside's organizational structure, staffing, training, and programs to support community engagement and problem solving. Several of the changes initiated in the Ingleside District, including data-driven deployment on Muni, have been implemented citywide.
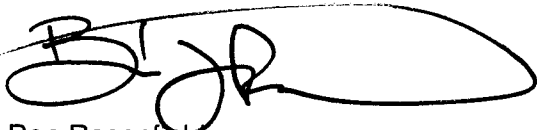
The SFPD is no longer focusing resources on the Ingleside District to pilot the implementation of recommendations, opting instead to make organizational improvements citywide within the constraints of the current budget reality. Our two agencies will continue to collaborate on analytical projects that support the SFPD in furthering data-driven decision making and enhanced accountability.

We would like to acknowledge the dedication and creativity demonstrated by Captain David Lazar and the officers of the Ingleside Station for their proactive approach to policing. In addition, we are thankful to the Police Executive Research Forum and Public
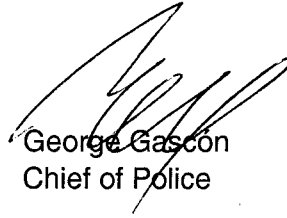
Safety Strategies Group, the City's consultants over the last few years, for their advice and guidance.

We are also especially grateful to the community for their involvement. As you will read in this case study, community participation took many forms including filling out surveys, attending focus groups, and serving on advisory boards and working groups. It was their participation that surfaced the Muni problem and their input that helped devise an effective response.

Respectfully submitted,

Ben Rosenfield
Controller

George Gascón
Chief of Police

cc: The Honorable Members of the San Francisco Police Commission
      Nathaniel Ford, SFMTA Executive Director
      James Dougherty, SFMTA Chief Safety Officer/Director
      Civil Grand Jury
      Budget Analyst
      Public Library

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LIST OF ACRONYMS

ABC	Department of Alcohol Beverage and Control
CAB	Community Advisory Board
CABLE	Central Database Incident System
CAD	Computer Aided Dispatch
DPH	San Francisco Department of Public Health
Muni	San Francisco Municipal Railway
PAC	Problem Analysis Committee
PAL	Police Activities League
PERF	Police Executive Research Forum
PIF	Problem Intake Form
PNF	Problem Nomination Form
PST	Problem Solving Team
SARA	Scan, Analyze, Respond, Assess
SFMTA	San Francisco Municipal Transportation Agency
SFPD	San Francisco Police Department
SFPD - CAU	San Francisco Police Department - Crime Analysis Unit
SFPD - MRT	San Francisco Police Department - Muni Response Team
SFSU	San Francisco State University
TFI	Transit Fare Inspectors
UCR	Uniform Crime Reports

INTRODUCTION

Background

The San Francisco Police Department is undergoing a period of unprecedented change.

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Over the last three years, the San Francisco Police Department (SFPD) engaged the nation's top experts in effective policing to conduct a comprehensive review of its organizational structure, operations, and personnel resources. The study period culminated in the SFPD management, the Police Commission, and Board of Supervisor's Public Safety Committee supporting the implementation of select recommendations in the Ingleside Police District.

The changes set forth in the Ingleside Police District center on community engagement and data-driven problem solving. This case study illustrates how the Ingleside District applied these concepts to address crime and disorder on the San Francisco Municipal Railway (Muni).

The outcome of this problem solving effort was the strategic deployment of personnel on the most problematic routes, intersections and times of day. The Ingleside also employed new tactics such as fare inspections while patrolling the transit vehicles, and followed-up its response with continued assessment of its progress. In addition, the Ingleside kept the community informed of its activities through proactive communications.

The Ingleside Police District's approach to crime on Muni supported the enactment of a new Operations Bureau General Order (Order 09-03). The Order requires all police districts to provide crime prevention and enforcement on Muni based on analysis of crime, community complaints, and Muni operator concerns. This is the most significant change in how the SFPD patrols the transit system in over a decade.

The next section provides a detailed review of the data, tactics, and outcome of the Ingleside District's handling of crime on Muni. The case study is followed by exhibits that show both the internal process the District undertook to change its organization and the information it reviewed to support community engagement and problem solving.

Specifically:

- Exhibit A details the changes to the Ingleside's organizational structure, staffing, and training to support community engagement and problem solving.

- Exhibit B analyzes crime and calls for service data from 2006 through August 2009 to establish crime trends.

- Exhibit C provides the results to the June 2009 Ingleside Community Survey and October 2009 Ingleside Focus Groups. These results give insight to the community's perception of crime.

- Exhibit D summarizes key geographic and demographic data to inform the Ingleside's communication and outreach strategies.

- Exhibit E provides the results to the July 2009 Ingleside Station Personnel Survey which speak to employee job satisfaction, the department's readiness to implement new strategies for crime prevention, and its working relationships with the community.

- Exhibit F describes each element of the problem solving process developed by the Ingleside District.

- Exhibit G lists the names, authors and dates of published studies about the SFPD.

The information contained in the exhibits will continue to inform priority setting and planning in the Ingleside District. The information can also serve as a model to other police districts for their data collection and analysis efforts.

Muni Security: A Case Study in Data-Driven Policing

Summary

The Ingleside Police District applied a problem solving approach to analyze and respond to escalating community concerns with crime on Muni.

This case study illustrates how the Ingleside Police District used a problem solving approach to address crime and disorder on the San Francisco Municipal Railway (Muni). The Ingleside District conducted a systematic analysis of crime information and community concerns to better understand the dimensions of the crime problem on Muni, such as when and where most incidents occurred and what type of incidents were most frequently reported.

As a result of the comprehensive analysis, the Ingleside District began a data-driven deployment of officers on Muni in October 2009. Ingleside concentrated police efforts particularly on two problematic routes: the 8X San Bruno (formerly 9X San Bruno) and 14 Mission on Tuesdays and Fridays, between the hours of 3 p.m. and 7 p.m. In addition, the Ingleside District began a new tactic of enforcing proof-of-payment fare inspections as a means to address the community's sense of disorder on Muni.

While it is too early to assess the long-term impact, early results are promising. This new approach that started in the Ingleside has moved citywide and transformed the SFPD's long standing efforts to addressing crime on Muni.

The Problem

Crime and disorder on Muni has been a long standing concern in the community.

For years, the public, elected officials, and transit operators have expressed concerns about crime, disorderly conduct, and the lack of police visibility on Muni. Ingleside District residents also expressed these concerns, even though Ingleside officers patrolled Muni and incident report data showed a relatively flat crime trend in the District.

Police presence on Muni was provided through the Bus Inspection Program, which required officers to patrol Muni twice on their shift. This program was in accordance with a long-standing agreement between the SFPD and San Francisco Municipal Transportation Agency (SFMTA), the agency that operates Muni.

The intention of the set frequency at which officers were required to ride the transit system was to provide the visibility and enhanced security that the public desired. However, as the analysis of the Muni problem would later show, the issue with the Bus Inspection Program was that the times, routes, and locations were left to the officers own

discretion which likely contributed to the public's perception about the lack of police presence on the transit system.

Further hampering an effective response to the public's concern was that crime analysis did not show a distinct Muni crime problem for several reasons. First, when compared to total crime in the City, crime on the transit system is relatively low.[1] As a result it is unlikely that this problem would have surfaced through typical analysis of crime data, because the volume of this type of crime is overwhelmed by the volume of other types of crime.

Second, getting an accurate picture of Muni crime is difficult because the SFPD's legacy record management system does not readily extract only those records that report Muni crime incidents.[2]

Obtaining a better understanding of the Muni crime and disorder problem required a broader data collection effort. The Ingleside was poised to engage in that effort because the District was implementing a new problem solving model that promotes a coordinated and systematic review of crime incidents and community information.

In accordance with that model, the Muni issue was further analyzed to understand the dimensions of the problem and how to respond more effectively. This was achieved by reviewing three key sources of data: (1) City Survey Results, (2) Community Focus Groups and (3) Muni Operator Security Reports. The analysis of each of these data sources are summarized next.

The Analysis

City Survey findings show that the Ingleside District had the biggest drop in feelings of safety on Muni compared to all other police districts.

The City Survey is administered biannually by the Controller's Office to measure the performance of City government. The survey asks randomly selected San Francisco residents a series of questions about streets, parks, libraries, public transit, and public safety. The 2009 City Survey contained compelling results about safety on Muni, particularly in the Ingleside District.[3]

Citywide, 42 percent of residents reported feeling either Safe or Very Safe riding Muni, an increase from the

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[1] See Appendix B for crime and calls for service analysis.

[2] CABLE, the SFPD's legacy record management system is scheduled for replacement in 2011.

[3] Visit http://www.sfgov.org/site/controller_index.asp to download the results of the 2009 City Survey or prior year surveys.

39 percent in 2007 but an overall decrease from 44 percent in 2005.

Residents in the Ingleside and Bayview districts had the lowest feeling of safety, with 31 percent and 30 percent respectively.

With the exception of the Bayview and Mission districts, which had the same feeling of safety in 2005 and 2009, all of the districts had a drop in their ratings. The Ingleside District had the biggest decrease, dropping from 38 percent in 2005 to 31 percent in 2009. Exhibit 1 shows the survey results for each of the survey years across the 10 police districts.

EXHIBIT 1	**City Survey Findings: Feelings of Safety on Muni**

What percentage of residents feel safe riding Muni?

	Bayview	Central	Ingleside	Mission	Northern	Park	Richmond	Southern	Taraval	Tenderloin	Total
2005	30%	47%	38%	46%	50%	46%	49%	35%	44%	49%	**44%**
2007	33%	42%	34%	41%	34%	45%	41%	42%	40%	45%	**39%**
2009	30%	41%	31%	46%	49%	44%	44%	34%	38%	47%	**42%**

Source: San Francisco Controller's Office City Survey Results for 2005, 2007, and 2009

Over the five-year period Ingleside residents have felt less safe on Muni than the citywide total. Even more troubling was the finding that while citywide feelings of safety on Muni rose slightly between 2007 and 2009, the Ingleside District continued on a downward trend. Exhibit 2 shows the Ingleside results compared to citywide totals.

EXHIBIT 2	**City Survey Findings: Feelings of Safety on Muni in the Ingleside and Citywide**
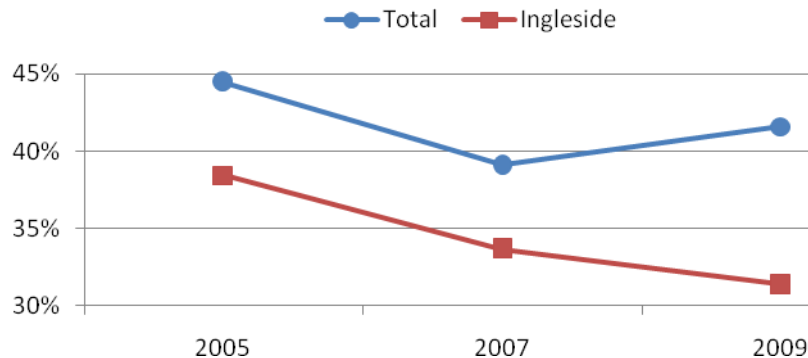
Source: San Francisco Controller's Office City Survey Results for 2005, 2007 and 2009

Focus group participants also expressed concerns about crime on Muni.

Focus groups held in October 2009 with Ingleside residents confirmed the City Survey's findings that crime on Muni was an issue of community concern. Focus group participants were asked a series of questions about community and police interactions and primary crime concerns. In each of the three focus groups, crime on Muni surfaced as a top concern.[4] In addition, this issue received further public attention when two young riders were assaulted and a video showing a fight between two women on a Muni bus was posted on the website YouTube.com. These events further confirmed and added to the public's perception about crime and disorder on Muni.

SFMTA's security reports by transit operators show that incidents are on the rise.

The Ingleside District collaborated with the SFMTA to obtain security incident data as reported by transit operators.[5] This data was critical to fully understanding the dimensions of the problem on Muni, such as when and where most incidents occurred and what type of incidents were most frequently reported.

The analysis of the Muni operator security data confirmed the public's perception that crime on Muni was getting worse. From January 2008 through October 2009, Muni operators reported a steady increase in the number of incidents. In the Ingleside District, the trend is dramatic when comparing 2008 to 2009. See Exhibit 3 for the citywide and Ingleside trend lines.

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[4] Refer to Appendix C for more information about the focus group results.

[5] The SFMTA requires operators to report every safety and security incident to the Operations Control Center. On the same day the operator completes a form that is entered into the TransitSafe database.

EXHIBIT 3	Muni Security Incidents by Month, 01/08-10/09
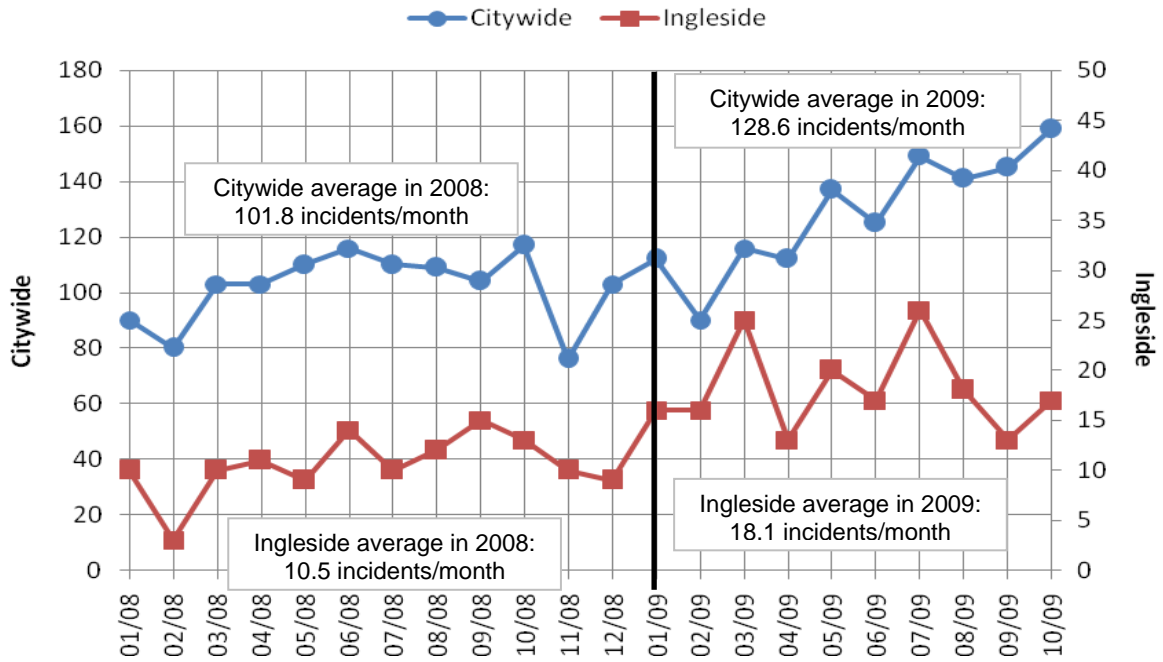
Note: There were 2,507 incidents between January 1, 2008 and October 31, 2009. Of those incidents, 307 (12.2 percent) occurred in the Ingleside Police District. Source: SFMTA TransitSafe Database

To develop an effective deployment strategy the Muni security incident data was further analyzed by route, location, time of day, and type of incident.

Citywide, almost one-third of all Muni incidents reported by transit operators happen on four lines: the 14 Mission, the 38/38L Geary Limited, the 9X San Bruno Express, and the 9 San Bruno.

EXHIBIT 4	Top 10 Muni Routes with the Most Security Incidents, 01/08-10/09

Citywide

14 Mission	223
38 / 38L Geary	179
9X San Bruno Express	168
9 San Bruno	132
54 Felton	123
44 O Shaughnessy	108
49 Van Ness / Mission	108
19 Polk	93
22 Fillmore	86
71 / 71L Haight-Noriega	78

Ingleside

9X San Bruno Express	78
14 Mission	59
44 O Shaughnessy	25
49 Van Ness / Mission	23
9 San Bruno	17
29 Sunset	14
43 Masonic	11
14L / 14X Mission	10
24 Divisadero	9
67 Bernal Heights	8
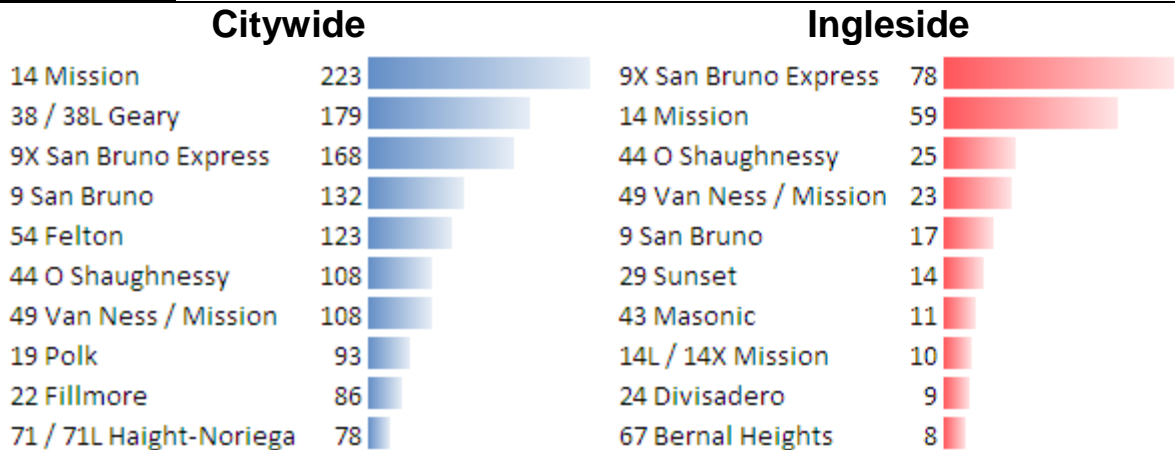
Source: SFMTA TransitSafe Database   *Note: As of December 5, 2009 the 9X is renumbered as the 8X.*

Notably, three of those lines (all except the 38/38L Geary) travel through the Ingleside. Of the incidents that happen on those three lines, 29.5 percent of them occurred in the Ingleside. See Exhibit 4 for a list of the lines with the most security incidents citywide and in the Ingleside District.

The trend of incidents by hour in the Ingleside was similar to the rest of San Francisco. The peak hours for incidents were between 3 p.m. and 7 p.m. See Exhibit 5 for Muni security incidents by hour.

EXHIBIT 5   Muni Incidents by Hour, 01/08-10/09
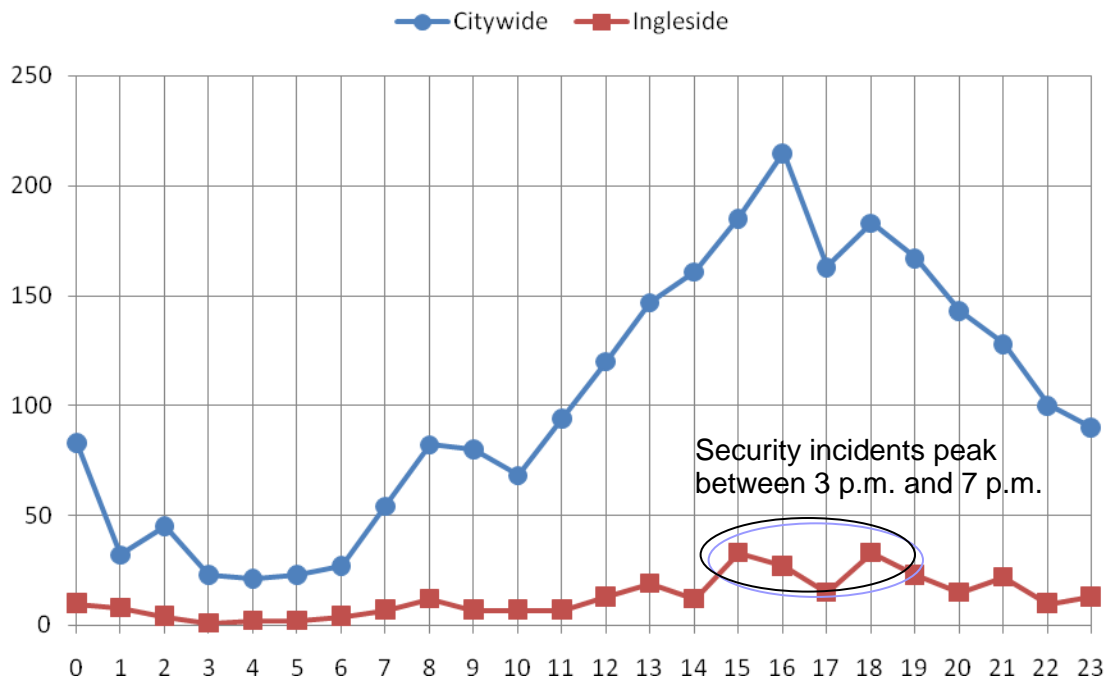
Source: SFMTA Transit Safe Database

The data also showed that vandalism, disorderly conduct and assault were the top three crimes citywide and in the Ingleside District. Vandalism alone in the Ingleside accounted for about one-fourth of all incidents. See Exhibit 6 for a list of security incidents by type.

| EXHIBIT 6 | Top 10 Security Types, 01/08-10/09 |

Citywide

Vandalism	646
Disorderly Conduct	367
Assault on Passenger	351
Larceny/Theft	152
Assault on Operator	146
Drunk Person	125
Robbery	115
Other	114
Graffiti	96
Threat on Operator	77

Ingleside

Vandalism	78
Disorderly Conduct	36
Assault on Passenger	36
Larceny/Theft	29
Robbery	27
Graffiti	25
Other	22
Assault on Operator	14
Threat on Operator	8
Drunk Person	6

Source: SFMTA Transit Safe Database

Seeking and analyzing this data from the SFMTA was especially important since SFPD incident reports were not easily searchable for this type of information. The Ingleside District's willingness to go beyond the SFPD's information system and its overall shift in orientation about data collection was critical to effective problem solving, which requires that a problem be studied as completely as possible to understand why it exists. Seeking information from a host of sources including collaboratio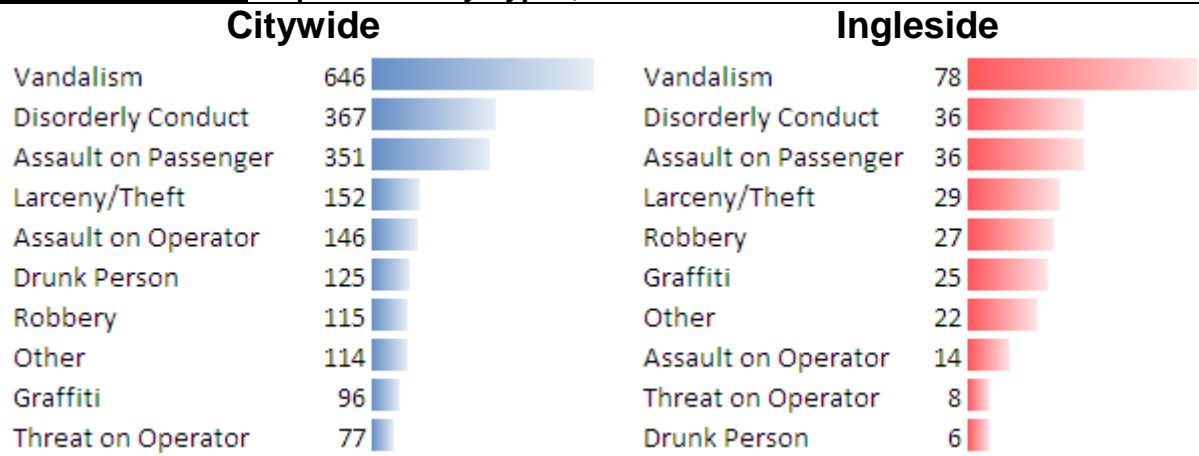n with other agencies, community members, and neighborhood residents provided key information about the problem in order to develop an effective response. This represented a new approach for the SFPD because while department members receive training in problem solving, the process is not employed consistently or to its fullest extent.[6] The next section will speak to how the Ingleside used this information to develop a response.

The Response

The Ingleside developed a Muni security plan that uses strategies to deter crime and reduce fear. This response recognizes both crime and disorder as problems on Muni.

Based on the public's concern about Muni safety and its analysis of Muni operator security data, the Ingleside District launched a new plan called "Operation Safe Muni" in October 2009. The Operation seeks to address crime and disorder on Muni through an efficient and coordinated deployment of both uniformed and undercover officers.

Uniformed officers are deployed on the high problem routes during the days and times when most incidents occur. Their

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[6] The results of a survey administered to Ingleside District personnel in July 2009 confirm the lack of problem solving in the district. See Appendix E for detailed survey results.

increased visibility at these locations during peak times is designed to deter crime and disorder. Undercover officers – assigned from the District's newly formed problem solving team[7] – are deployed for the purpose of catching offenders as they attempt to commit unlawful acts. Together these tactics should result in a reduction of crime and fear on the transit system.

Ingleside is also employing another tactic to address the sense of disorder on the transit system – proof-of-payment fare inspections. Fare evasion on the Muni had become a common enough occurrence that it meets the characteristics of the Broken Windows theory, which states that disorder not only invites more serious crime but also contributes to a sense of fear. [8]

The Ingleside strategy represents a significant shift from what was expected of officers patrolling Muni.

To employ this tactic Ingleside officers were trained in proof-of-payment fare inspections and were instructed to conduct inspections each time they ride Muni. In addition, based on analysis which identified the intersections with the most security incidents, officers performed fare inspections on each bus that arrived at these problem locations.

This tactic goes well beyond the old bus inspection program which relied almost exclusively on the mere presence of officers. In contrast, the new approach makes officers more effective at fighting crime because they can verify if someone has an outstanding warrant for a previous crime or is carrying a weapon. [9] From October through December 2009 Ingleside officers made five warrant arrests while conducting Operation Safe Muni.

The inspections and time on the buses also provide the opportunity for the police to have a positive interaction with the community. Ingleside's proactive enforcement of proof-of-payment demonstrates their significant concerns about the perception of disorder and attendant fear resulting from fare evasion.

Another aspect of the Ingleside approach is proactive communications with and efforts to solicit input from the community. The Ingleside was the first police district to convene a Community Advisory Board (CAB) that works

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[7] Refer to Appendix A for a discussion of the organizational structure and staffing changes that were implemented in the Ingleside from April through November 2009.

[8] Criminologists James Q Wilson and George Kelling, The Atlantic, 1982.

[9] William Bratton used this strategy to effectively reduce crime on the New York City subway system in the 1990s.

collaboratively with the police to identify and solve problems.

The Muni issue was discussed before the Ingleside District's CAB, which came up with additional ideas for addressing the problem including an education campaign for the transit operators and the public. In response to these ideas the Ingleside Station's school resource officers will commence an education campaign for youth at Balboa High School, James Denman High School and Visitacion Valley Middle School about the importance of crime reporting and the consequences of fare evasion and committing crime on Muni.

The ideas set forth by the CAB demonstrate the value of engaging the community to develop an effective response. In addition, every special enforcement operation and the outcomes are announced in the Ingleside District's daily newsletter.

Herein lies the importance of the Ingleside's approach to the Muni problem. Because the Ingleside District was actively implementing a new problem-solving model,[10] they analyzed the issue from multiple sources. A key source was the City Survey data that clearly showed that Ingleside residents felt less safe riding Muni even though total crime in the district has been relatively flat and the number of security incidents is relatively small.[11] This piece of information was critical to understanding that the Muni problem was also one of fear. Therefore addressing disorder was as important as addressing the actual crime occurrences.

The Results

"[E]very single rider thanked the officers for being on the Muni bus. One lady told the Sergeant that she felt safer riding Muni that day."

While it is too early to know if the strategies employed by the district are having the intended impact of reducing crime and fear, there are promising signs. A comparison of Muni incident data for December 2008 and December 2009 shows that vandalism – the crime reported most frequently on Muni in December 2008 – was not reported at all in December 2009. Moreover, the two bus lines that were targeted by the Ingleside – the 8X San Bruno Express and the 14 Mission – dropped from being the first and second most problematic lines to the third and fourth.

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[10] See Appendix F for a description of the Ingleside District problem solving model.

[11] There were 2,500 Muni security incidents over a 22 month period of January 2008 – October 2009 (for an average of 114 incidents per month) on a system that carries 700,000 passengers per day.

In addition, officers report that Muni riders are expressing appreciation for their presence on the routes: "Sergeant Escobar reports that every single rider thanked the officers for being on the Muni bus. One lady told the Sergeant that she felt safer riding Muni that day."[12]

Exhibit 7 summarizes the efforts to date since Operation Safe Muni went into effect in October 2009.

EXHIBIT 7	Ingleside Operation Safe Muni Results: October – December 2009		
Month	Proof of Payment Citations	Warrant Arrests	All Other Arrests
October 2009	67	2	1
November 2009	103	1	1
December 2009	27	2	1

Source: Ingleside District Daily Watch Sheets October – December 2009

Citywide Implementation

On November 4, 2009 the SFPD launched Operation Safe Muni citywide.

In November 2009, the SFPD's Operations Order was reissued for the first time in 10 years with revisions that provide for crime prevention and enforcement on Muni based on analysis of crime, community complaints, and Muni operator concerns.

This change represented a significant shift in approach because the previous order's "Bus Inspection Program" required officers to ride twice on their shift. The time and location of these inspections were left to the officers' own discretion. This resulted in officers riding more or less at random and did not ensure officer visibility on the most problematic routes and times.

The efforts in the Ingleside demonstrated that Muni can and should be patrolled using a data-driven deployment strategy. The Ingleside approach provided the SFPD with the justification to change the Bus Inspection Program to be responsive to crime information and trends.

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[12] Ingleside District Station Captain David Lazar commenting on housing officers riding the 9X (8X as of December 5, 2009) line through the Sunnydale in the 11/17/09 newsletter.

Next Steps

The SFPD is enhancing its analysis capability through additional data collection.

The SFPD is continuing to refine its approach to data-driven deployment on Muni. For example, the department is developing a more robust data collection effort of SFPD crime incident reports. The Ingleside relied on incident data as reported by Muni operators, but this information alone is not sufficient for a full analysis of the security problems on Muni. To enhance its analytical capability, the SFPD, with assistance from the Controller's Office, created a database to collect SFPD incident reports related only to Muni.

In addition, the SFPD is working towards improving the quality and accuracy of the Muni operator security reports. Improved Muni operator security data, coupled with SFPD incident reports, will provide the SFPD with more complete data to inform district-level deployment strategies.

SFPD district captains use this data to develop monthly Muni operation plans that specify the routes, times, days and crime types that are the focus of their efforts. In addition, the plans describe the use of uniformed or undercover officers. In cases where problematic routes run through multiple districts, undercover officers from those districts are coordinating their plans in order to more effectively deploy resources.

Other recent efforts include the partnering of MTA Transit Fare Inspectors (TFI) with the SFPD Muni Response Team (MRT)[13] to conduct proof-of-payment enforcement on the Muni Metro underground and on the buses. The MRT traditionally had a limited role in the proof-of-payment program, primarily responding to requests for assistance from TFIs. However, recently the TFIs and MRT have begun saturation inspections where the teams deploy together.

These joint operations are resulting in a higher percentage of citations and warnings per inspection contact made than proof-of-payment inspections conducted by TFIs alone. This is attributed to the fact that TFIs get more cooperation from the public when accompanied by police officers because TFIs cannot require adult fare evaders to provide proof of identification. [14]

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[13] The SFMTA's 46 TFIs are responsible for enforcing proof-of-payment requirements. The SFPD MRT, comprised of 1 sergeant and 7 officers, provides security services to the SFMTA.

[14] Since the initial drafting of this report the SFMTA has temporarily suspended saturation inspections in order to respond to concerns raised by immigrant rights groups.

In addition to partnering with the SFPD MRT, the TFIs are also coordinating with district station officers to conduct proof of payment inspections.

Lastly, in order to solicit the public assistance the SFPD Media Relations has issued announcements cautioning Muni customers using iPods and laptops on Muni that suspects prey on victims with such devices. The announcement encouraged the riding public to consider not using these devices on Muni and to always be aware of their surroundings.

Providing an efficient and effective response to crime and disorder on Muni continues to evolve. To support the SFPD's efforts, the following recommendations are provided:

Recommendations

1. The SFMTA should provide regular Muni operator security reports from the TransitSafe database to the SFPD in a format that is usable for deployment purposes.

2. The SFPD and SFMTA should implement a more comprehensive public service campaign about crime prevention on Muni and the importance and mechanisms to report all crime incidents.

3. The SFPD should formalize a proof-of-payment fare inspection training program to ensure consistency of approach department-wide.

Exhibit A: Ingleside Implementation Details

INTRODUCTION

In April 2009 the San Francisco Police Department (SFPD) began to implement select recommendations from the recent studies in the Ingleside Police District, led by Captain David Lazar. This effort, referred to as "Phase 1 Implementation," centered on improving community engagement and problem solving in the District. Captain Lazar and his management team, with assistance from the Controller's Office and the Police Executive Research Forum (PERF), worked on the following four key fronts:

1. ***Organizational Structure and Staffing.*** Changes were made to the Ingleside District's organizational structure and staffing in order to support community engagement and problem solving.
2. ***Problem Solving.*** A problem solving process was developed to leverage all parts of the organization to contribute to identifying problems, gaining information, exploring responses, determining criteria for judging success, and implementing solutions.
3. ***Community Engagement.*** Community outreach efforts were increased to build the working relationships and trust for the community to become actively involved in all phases of the problem solving process.
4. ***Training.*** A training program for station personnel was developed to equip them with the information and knowledge necessary to enact the changes recommended in the implementation proposal.

In the first seven months of implementation, significant progress was made in these four areas. What follows is a summary of those changes.

ORGANIZATIONAL STRUCTURE AND STAFFING

Organizational Structure

A key recommendation was to design a district station organizational structure and staffing to promote community engagement and problem solving. The central component of the organizational restructuring was establishing a Resource Unit headed by a lieutenant to support the daily community policing activities of sector patrol. The unit would coordinate the resources to address diverse neighborhood problems identified by officers, the community, or through analysis of data like crime incident reports and calls for service. The unit would be charged with documenting, prioritizing, analyzing, and coordinating the response to these problems. In addition, the unit would be comprised of investigators to handle crimes within the District that might not receive the same focus if sent to the centralized Investigations Bureau.

Figure A-1 shows the Ingleside District's organizational chart as of November 28, 2009. The Resource Unit is comprised of a crime analyst, problem solving team, plainclothes officers, school resource officers, housing and parks officers, traffic officer, and investigators. Foot beat officers were initially a part of the Resource Unit, but due to an insufficient number of sergeants to provide supervision the foot beats were moved back to sector patrol.

With the exception of the investigators who were not assigned until late November, the Ingleside District restructuring occurred over the Summer, and until November no other district in the City was organized in this manner. Figure A-2 show's the Ingleside Station's organizational chart in March 2009, prior to the start of implementation. Districts have traditionally functioned with four lieutenants responsible for the management of sector patrol. However, in November as part of a larger department-wide reorganization, the Investigations Bureau was decentralized and all ten police districts received investigators. While assigning investigators in the District was initially slated for the Ingleside only as part of Phase 1, this change was implemented citywide. As a result, every district now has five lieutenants to oversee investigations, and the SFPD is currently determining if all districts will follow the other components of the Ingleside Station's organizational structure.

Figure A-1: Ingleside District Organizational Chart, as of November 2009
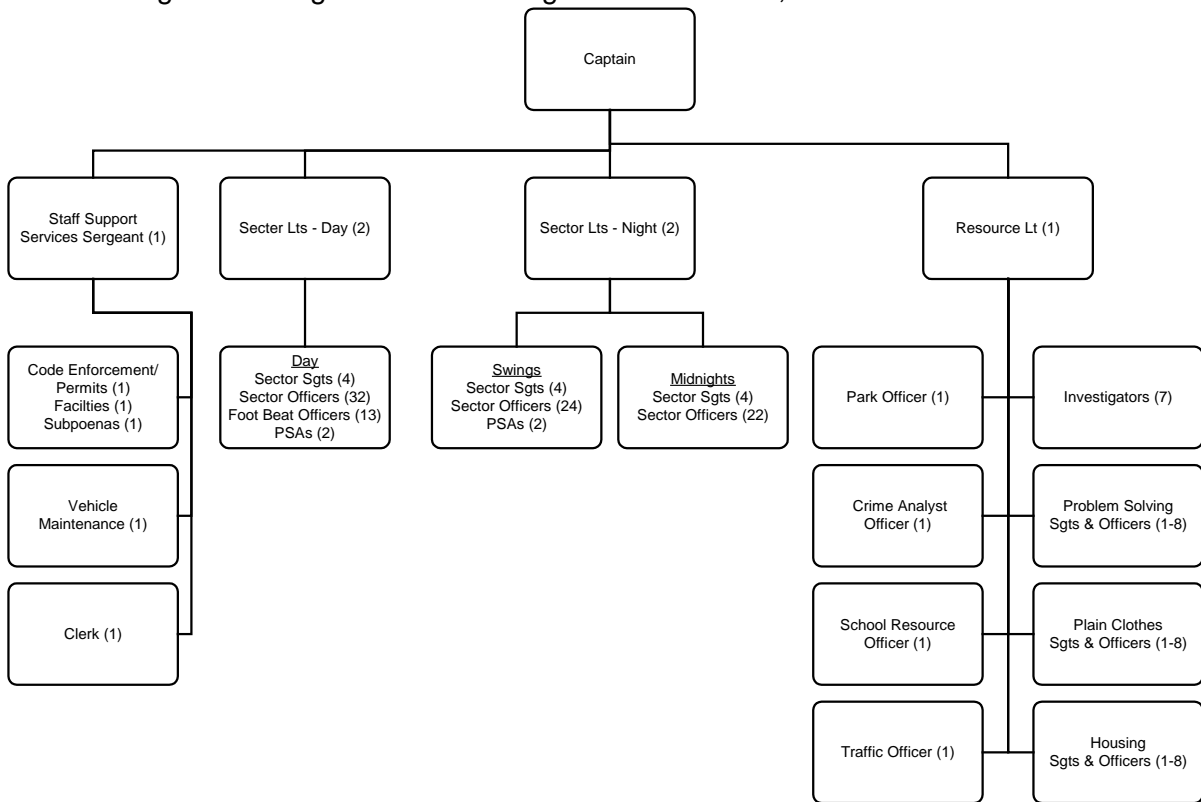
Figure A-2: Ingleside District Organizational Chart, March 2009
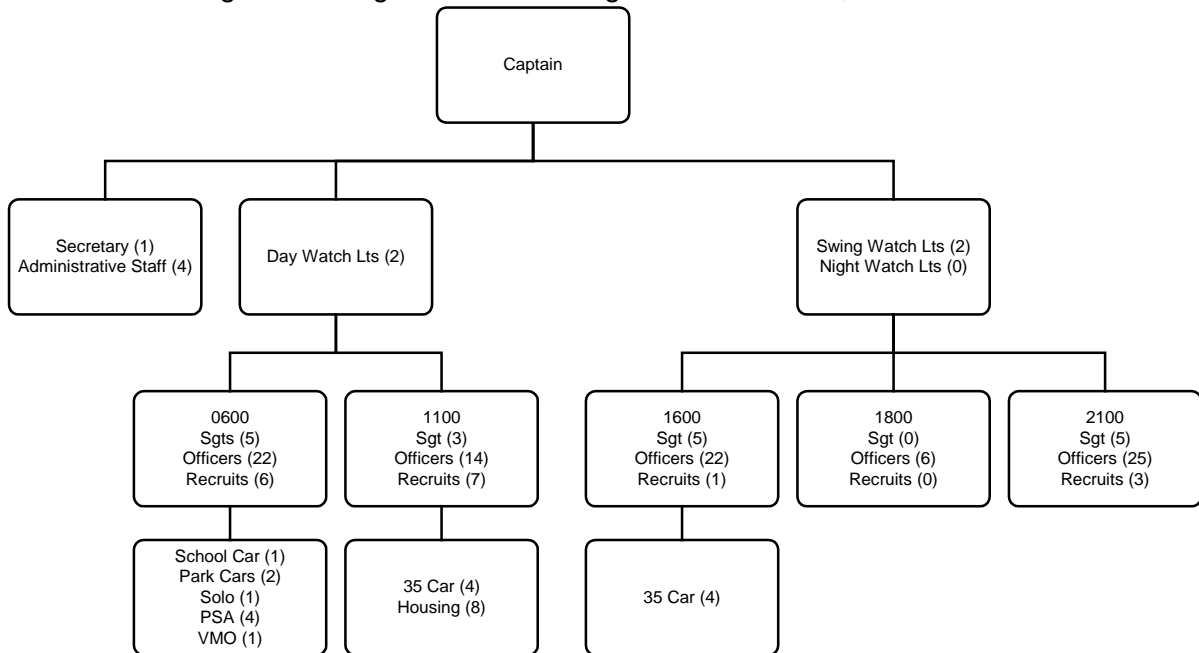
Staffing

Under this organizational structure, officers are not only expected to perform *reactive* policing tasks in response to calls for service from the public but also perform *proactive* tasks to support community engagement and problem solving. That proactive work includes attending community meetings, working with community organizations, meeting with business people contacting other governmental agencies and developing plans to address community crime and disorder problems. Prior to implementation the Ingleside District was already sufficiently staffed with officers to support the community engagement and problem solving model called for in the Phase I Implementation Proposal. The proposal recommended an average time spent on calls for service to be no more than 40 percent of available time in order to give officers the time for community engagement and problem solving. That 40 percent target translates into a total of 125 officers. Figure A-3 shows that the Ingleside was staffed with 130 officers, including recruits, prior to the start of implementation. The Ingleside however would require one additional lieutenant to manage the Resource Unit and a civilian crime analyst. The civilian crime analyst was assigned three days a week from the SFPD's Crime Analysis Unit (CAU) but in November the analyst was transferred back to CAU; the function of crime analyst is currently being performed by an officer.

Figure A-3: Comparison of Ingleside Staffing Levels
Before and After Implementation

	Recommended Staffing in Implementation Proposal	Staffing Before Implementation March 2009	Staffing After Fall Assignments September 2009	Staffing as of November 2009
Captain	1	1	1	1
Lieutenant	5	4	5	5
Sergeant	17	18	16	16
Investigators	3	0	0	7
Officer	125	113	130	126
Recruit	0	17	3	3
Civilian	6	5	6	5
Total	**157**	**158**	**161**	**163**

The figure below shows how staff were distributed among the Units in the District both before reorganization and after.

Figure A-4: Ingleside Personnel Distribution Among Units Before and After Implementation

	March 2009			September 2009				November 2009			
	Staff Support	Sector Patrol	**Total**	Staff Support	Sector Patrol*	Resource Unit*	**Total**	Staff Support	Sector Patrol*	Resource Unit*	**Total**
Captain	0	0	**1**	0	0	0	**1**	0	0	0	**1**
Lieutenant	0	4	**4**	0	4	1	**5**	0	4	1	**5**
Sergeant	0	18	**18**	1	12	3	**16**	1	12	3	**16**
Investigato	0	0	**0**	0	0	0	**0**	0	0	7	**7**
Officer*	4	109	**113**	5	84	41	**130**	4	91	31	**126**
Recruit	0	17	**17**	0	3	0	**3**	0	??	0	**0**
Civilian	1	4	**5**	1	4	1	**6**	1	4	0	**5**
Total	5	152	**158**	7	107	46	**161**	6	111	42	**160**

*Footbeat officers were reassigned from the Resource Unit to Sector Patrol in November 2009.

A key staffing issue that was tackled over the summer months was the issue of sector integrity. The Ingleside District is geographically divided into six sectors which are patrolled by officers in vehicles. Sector integrity provides for the same officers and supervisors to be assigned to the same sectors in order to establish close relationships between the officers and the area in which they work. Officers then become increasingly familiar with the conditions and the people in their area. The community also becomes familiar with the officers. This process not only increases officer knowledge of the conditions in an area, but also contributes to a sense of ownership by officers in the problem solving process. In addition, supervisors can observe the work of each officer daily and provide for more consistent standards. However, maintaining sector integrity is a challenge for the SFPD because schedules are such that officers work ten hour shifts in a configuration that rotates the days of the week off. To work within the constraints of the existing patrol schedule while still trying to achieve sector integrity, the Ingleside management team came up with the following: Out of the seven watch off groups they put two officers that are in steady assignments in opposite watch off groups. This allows for steady officers in the same sector car assignment. On the double day when both officers are working the office with less seniority received another assignment.

Two other staffing efforts related to Phase 1 implementation were initiated in recent months. The first is the development of new foot beats in the district based on a review of crime incidents, calls for service and community survey results. Those beats cover Cortland Avenue from Mission Street to Gates, Mission Street from Cesar Chavez to Highland, Mission Street from Silver to Persia, and Mission Street from Persia to Geneva. Fourteen officers were selected for the assignment after an application process. Those officers began working their beats in May 2009. They participated in meet and greets with the community and received additional training in June 2009. Another key change that occurred in regards to foot beats is that the Computer Aided Dispatch (CAD) system was updated so that foot beat officers are the primary responder on all calls for service within a beat. Lastly, the Ingleside District also implemented "Operation Safe Neighborhood" where officers in patrol vehicles park and walk on Leland Avenue once a shift and on Diamond Street between Chenery and Bosworth for an hour per shift.

Another staff deployment process change initiated in the Ingleside District is Municipal Railway (Muni) security. As a result of community concerns regarding safety on Muni, the Ingleside District partnered with the Municipal Transportation Agency (SFMTA) to analyze Muni operator security data. The result was the development of a response that includes among other strategies, deploying officers on the bus lines and the times that experience the most security incidents. This is an early example of problem solving project in the district whereby a deployment change occurred in response to community concerns. As discussed in the body of this report, that effort led to a change in the SFPD's approach to providing security on Muni. The process that led to the development of problem solving process in the Ingleside District is discussed below.

PROBLEM SOLVING

Problem solving is a law enforcement best practice that addresses the conditions that give rise to crime and disorder problems. It is a shift from traditional law enforcement in that the police pro-actively try to solve problems rather than just react to the harmful consequences of problems as they occur. The methodology used in problem solving is called SARA which stands for Scan, Analyze, Response, Assess. This technique provides the police with a systematic and coordinated way to identify problems, gain information, explore responses, determine criteria for judging success, and implement solutions. The Ingleside District was tasked with customizing the problem solving model recommended by PERF to be consistent with the SFPD operating environment and sustainable past the initial implementation phase.

While the SFPD has traditionally provided SARA training to its personnel, the department has not employed the process consistently or to its fullest extent. The results of a survey administered to Ingleside District personnel in July 2009 confirm the lack of problem solving at the district. The survey asked about job satisfaction, the management team, problem solving, and working relationships with the community. The questions about problem solving received the lowest ratings. Specifically only 20 percent of respondents felt rewarded for using SARA. In addition, the survey showed that only 29 percent of respondents say they regularly keep records of problem-solving efforts. Even fewer (21 percent) collect detailed data at each stage of problem solving. Half of respondents (50 percent) believe that they are given adequate time to develop problem solving strategies, and about the same (51 percent) believe they have received adequate training on problem solving strategies. Please refer to Exhibit E for detailed survey results.

To reinvest the Ingleside District in this process, Captain Lazar, the district lieutenants and the newly formed problem solving team (PST) consisting of one sergeant and six officers, customized the model outlined in the Phase 1 Implementation Proposal to be workable to the needs of the SFPD. Underlying the effort was one key principle. It was important to develop a process where problem solving would not be the sole responsibility of the problem solving team. Instead their aim was to develop a process where all district personnel are problem solvers not only those officers assigned to the Resources Unit. To reinforce this point, the six member problem solving team is assigned to the Resource Unit for four months and then rotates back to Sector Patrol. In addition, as part of the process, if at any point a sector officer desires to perform additional work on a problem, the PST will backfill their position in sector patrol.

The new process was kicked off with the development of a Problem Nomination Form (PNF). The PNF replaced the SFPD's 509 form and ushered in formalized problem solving with a comprehensive Scan, Analysis, Respond and Assess model. The Problem Nomination Form and flow chart of the process is provided in Exhibit F but is summarized in three steps:
- Sector officers nominate problems which go through the chain of command to the resource lieutenant.
- The resource lieutenant logs the problem and the sector lieutenant is provided with some suggestions on a short term response.
- The nominated problems are reviewed at a weekly Problem Analysis Committee (PAC) for analysis discussion and response development.

The PAC serves as the district level CompStat[15] team and is comprised of the captain, the four sector lieutenants, the resource section lieutenant and the district crime analyst. Sector officers, the community and other governmental agencies are also invited to attend. At the meeting the issue is comprehensively analyzed and a response is formulated. In the end, the sector officers owns the problem however, the problem solving team does significant work to support the sector officer. The sector lieutenant, all the while, manages the case.

The problem nomination form was introduced in August and immediately resulted in the identification of over 30 problems. The first PAC meeting was held in late September and the district has seen promising results. For example, they worked collaboratively with other agencies to close Nasser Market, a location that was subject to years of neighborhood complaints because of noise, loitering and drug transactions. See Figure A-5 for a brief description.

It is important to note that the district information system that was initially called for in the Phase 1 Implementation Proposal was not implemented in the Ingleside even though access to data is a key component of the problem solving process. Instead of applying resources for an interim system for the Ingleside, the SFPD is working on a system that will benefit all the districts. This system is critical to the ongoing success of problem solving in the SFPD because the districts need reliable and timely access to crime reports, calls for service, self-initiated activities, and arrests in order to perform robust problem analysis, impact evaluation and progress reports.

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[15] Compstat stands for Computer Statistics and refers to a process where accurate, timely and reliable information is reviewed and acted upon.

Figure A-5: Nasser Market

The Problem
Nasser Market, located at 511 Crescent Avenue, had been the subject of community complaints for years. Noise, litter, loitering and drug dealing in and around the market contributed to neighborhood blight and fear.

The Analysis
A review of emergency dispatch data showed calls for service coming for this location dating back to 1999 with an increase from April through August 2009. In addition, a review of the operating licenses revealed problems with the store's health and liquor permits.

The Response
The goal of the response was to reduce the crime and disorder caused by Nasser Market. To achieve this goal a three-fold strategy was devised. The first was to conduct undercover operations to collect evidence about drug activity and the sale of alcohol to minors. The second was to increase uniform patrols to make arrests and cite all parties involved in illegal activity. The third was to organize a neighborhood watch groups. The response required collaboration with SFSAFE, the Department of Public Health (DPH) and California Department of Alcohol Beverage and Control (ABC).

The Assessment
As a result of the response Nasser Market was closed. The market's operating permits were revoked because of the collaboration with DPH and ABC. Since the market's closure in October 2009, the blight is gone and the illegal activity has stopped. Calls for service from and about this location have dropped to zero. In addition, neighborhood reaction has been positive: *"On behalf of myself and my neighbors, I want to thank you for your courageous undercover work that brought about the closure of Nasser Market. We are incredibly grateful for the positive change in our neighborhood since Nasser Market closed."*

Source: Ingleside Station Resource Unit

COMMUNITY ENGAGEMENT

A fundamental principal of problem solving is that the police and community work together in order to effectively identify and address crime and disorder issues. Specifically, community members help identify the problems of most concern to them, work with officers to gain as complete an understanding as possible of the dimensions of the problems, explore the responses most likely to solve the problems, determine the criteria for judging success, and participate in the solution. To encourage the community's participation in the problem solving process the Ingleside District would first need to make substantial outreach efforts in order to build on existing partnerships, create new opportunities and promote the community's trust in the police.

Captain Lazar and his team devised the following three objectives to promote community engagement: (1) establish forums for regular communications with members of the community (2) improve accessibility of police services to non-English speaking populations, (3) increase opportunities for positive youth and police interaction.

A key effort in meeting the first objective was establishing a Community Advisory Board (CAB), the first of its kind in the SFPD. The purpose of the CAB is to work collaboratively with the police to identify problems, develop solutions and serve as a resource regarding community safety issues. The CAB will be a communications liaison by expressing community concerns to the police and sharing relevant information with community members. The CAB was established in September 2009 with 24 community members representing the Ingleside's diverse neighborhoods. Captain Lazar teamed up with San Francisco SAFE, a long-standing non-profit partner dedicated to community safety, to facilitate the CAB meetings which are held the second Monday of every month. In November 2009 the Ingleside's CAB model was adopted by the other nine district stations.

In addition to the CAB, the Ingleside District made other changes to promote regular communications with the community. What follows is a brief list of initiatives:

- Organized the assignment of sergeants and officers to 32 community groups which hold regular meetings. Developed new reporting procedure for reporting back on those meetings so that all officers benefit from the information discussed at the meetings.
- Rotated the monthly Police Community Relations meetings throughout the district instead of being held at the Ingleside Station community room in order to encourage participation by community members who may not feel comfortable going to the police station.
- Provided voicemail and email to all officers to improve the community's access to police services. Officers are instructed to give out their individualized contact information so that the community can provide additional information or request for assistance at a time that is convenient for them and in a manner in which the member prefers to communicate.
- Expanded the number of volunteers in the Ambassador Program from two to three and defined their tasks to include phoning victims of property crimes and hit and run collisions.
- Write articles for two local newspapers – the Noe Valley Voice and the Miraloma Life.

The Ingleside District also worked to improve communications to non-English speaking residents, an effort that is critical to building trust in a district where 57 percent of the population speaks a language other than English at home.[16] Efforts include assigning two officers to be Spanish and Chinese language liaisons to Visitacion Valley. The officers are tasked with addressing questions or issues that arise in the community, clarifying the SFPD's policies and procedures and giving presentations on crime prevention and safety awareness. In addition, the officers provide district-wide language services by writing columns for local monthly ethnic newspapers and appearing on local ethnic radio and television programs. Other district-wide initiatives include the establishment of Spanish and Chinese tip lines that are followed up on daily. Captain Lazar has also solicited the assistance of students from San Francisco State University (SFSU) to bolster the district's outreach to non English speakers. Graduate students at the SFSU College of Business are developing a culturally-competent communications plan. Throughout the Fall and Winter students are interviewing residents and officers, conducting focus groups and mapping out

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[16] U.S. Census, 2000

the current forms of communications. They will deliver a set of recommendation to improve day to day communications to the Ingleside's diverse population. Lastly, SFSU School of Journalism students will also assist in creating culturally competent Public Service Announcements for release in 2010.

The third area that the Ingleside District focused its community engagement efforts pertained to youth. The District partnered with the Police Activities League (PAL) to involve Ingleside Station officers in coaching youth, developing district based teams and coordinating officers in issuing certificates of appreciation to youth on sports teams. Other programs launched in the last seven months are Teen Court, Cops Read to Kids and a station clean up where youth from the community/local schools plant flowers at Ingleside Station

In addition to launching programs to enhance community engagement, Captain Lazar also convened a working group of community and police personnel to discuss individual officer behavior to promote community engagement. This is predicated on the idea that every interaction with the public is an opportunity to build trust. The working group met twice over the summer and generated several ideas for the Ingleside to pursue.

Those ideas include providing officers a check list of key points to address with a victim of a crime during the initial response. That check list would vary on the type of crime, for example in a burglary incident officers would show the victim physical improvements to prevent another burglary. In addition, officers would provide referrals for services and alert them to ways they can be better informed regarding crime in the area like the Captain's newsletter or the monthly Police Community Relations meetings. If the example is car break-ins, officers would work with the victim but also go to an adjacent area and conduct proactive victim prevention.

The Working Group also discussed the need to follow-up with crime victims. At the time an incident occurred, the victim may not be ready to accept all the information an officer can provide in terms of referrals or crime prevention tips. However, that information can be provided at a later point if there is follow-up. In addition, that follow-up contact may provide helpful information for solving crime.

In order to make the behaviors discussed in the working group become routine and part of the culture it was necessary to train to these ideas and have supervisors both model and reinforce the desirable behaviors. This was true not only for community engagement but also for problem solving. What follows is a brief summary of the training program developed for the Ingleside District.

TRAINING

Every sworn member of Ingleside Station participated in a five week training program that commenced on September 28th. The training sought to reinforce community engagement and introduce the new problem solving model. The Director of the Center for Problem-Oriented Policing taught the principals of problem solving. Other trainings topics included:

- Gang information from the SFPD's foremost expert on Latino gangs

- Domestic violence training in partnership with the District Attorney to improve initial evidence collection

- Police Crisis Intervention to inform officers how to work with the children of arrested parents.

- Ingleside Responsive Investigation Program to collect statements from suspects to aide in investigations and prosecution.

- Preliminary Investigations to teach the methods of conducting a thorough investigation beyond the basics of taking an incident report.

Exhibit B: Crime and Calls for Service Analysis

INTRODUCTION

To implement the SARA (Scan, Analyze, Respond and Assess) model of problem solving in the Ingleside District, it is necessary to review crime data in multiple ways. The Scan step of the SARA model involves continually reviewing similar data sets over time to seek out abnormalities in recurring crime patterns or trends or similarities in place, victim, or offender types. The continual scan of these data results in the identification of problems for review at the PAC.

The same information is used during the Analysis phase of the SARA model. However, the level of review is more detailed in the factors in which abnormalities or similarities are found. This provides information on the root causes of the problem. After the Response is designed and in place, the data are used again in the Assessment phase of the SARA model. It is necessary to monitor the factors that signaled a problem's existence in order to determine if the Response was successful or needs to be altered in some way.

This write-up focuses on the basic crime patterns and trends in the Ingleside District that can serve as the starting point for the Scan phase of the SARA model. Data was collected from two sources. Calls for service data originates from the Computer Aided Dispatch (CAD) system, which records anytime an officer is dispatched to a location for response to an incident. Crime reporting statistics were calculated using incident reporting from the Central Database Incident System (CABLE).[17]

The CABLE and CAD data were analyzed by type of crime or incident, time of day, day of week, time of year, and location to determine crime patterns and trends. This information gives SFPD managers the information necessary to deploy staff and develop strategies to fight crime. The crime type provides information about the most effective method for addressing the crime. Identifying the time of day and day of week in which crime occurs provides the best time to schedule personnel. Examining location indicates where officers should be deployed.

When examining crime types in conjunction with location and time parameters, including time of year, the analysis provides management or the crime analyst with information that tells them what problems are surfacing and how priorities should shift over time. With constant monitoring of these high-level patterns, the patterns themselves and changes in the patterns signify problems. Below is a summary of these high-level patterns in the Ingleside District, by year, month, day, crime type, and location.

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[17] Slightly over 6.5% of the CABLE records had to be discarded because they were duplicates (more than one record for a single incident). In addition, 0.2% were discarded because they were missing an incident code and 2.2% were discarded because they lacked district information.

Trends by Year

Since 2006, crime has stayed relatively level in the Ingleside District, as indicated both by the number of crimes reported through CABLE. Calls for service activity have fluctuated more, with a fairly significant increase in call volume in 2007.

In 2008, there were about 119,200 incident reports in CABLE, 10,424 of which (8.7%) occurred in the Ingleside Police District. In that same year, there were 47,853 calls for service in the Ingleside.

Trends by Month/Day/Hour

In reviewing crime reporting data for trends by month or months, there is no real concentration of crime during a particular month or months. However, in reviewing citizen-initiated calls for service, calls increase each summer. When analyzing day of the week, the calls for service data shows that calls related to violent crimes occur at a higher frequency on Saturday and Sunday. This trend is not seen in the crime reporting data.

The strongest trends are realized when reviewing trends by time of day. Reported crime decreases from midnight to 5:00am, and then starts to increase rapidly until 6:00pm, where it peaks and then starts to descend (see Figure B-7). When reviewing crime reporting data by crime type, violent crimes peak at 9:00pm, property crimes peak at 7:00pm, and other crimes peak at approximately 4:00pm.[18] Calls for service data show the same trend for violent crimes. The number of calls for service related to property crimes stay relatively level between the hours of 8:00am and 9:00pm. Other types of calls for service increase through midnight and then decrease again in the early morning hours.

Trends by Crime Type

When reviewing records by type of crime, domestic violence is the highest reported violent crime in the Ingleside. For more information on domestic violence trends, see Exhibit J. With respect to calls for service, fights or disputes and assault and battery are the most common types of calls for service initiated by residents. The most common type of reported property crimes in the Ingleside District are stolen vehicles or trucks and thefts from locked vehicles in the amount of over $400. Stolen vehicles are also highly reported via citizen-initiated calls for service, along with burglaries and alarms. Most frequently citizen-initiated calls for service in the other categories of calls for service are noise complaints and suspicious persons. The most frequently report crime in the other categories in the Ingleside District include driving crimes and battery.

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[18] After some research, the noon peak in the other crime category is not a true peak in crime, but an anomaly of the data and crime reporting system.

Trends by Location

The data also shows that the concentration of reported crime is located in the same areas as the concentration of calls for service. Crimes are centered primarily in the Eastern side of the District, both slightly North and in the Southern portion of the District. On the Western side of the District, crime occurs near City College and in the Excelsior and Oceanview/Merced areas along the Mission corridor.

Figure B-1: Citizen-Initiated Calls for
Service Percentage of Total, 2008
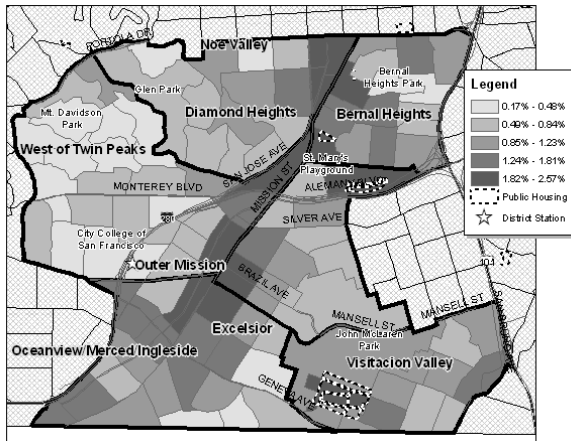
Figure B-2: Crime Reports
Percentage of Total, 2008
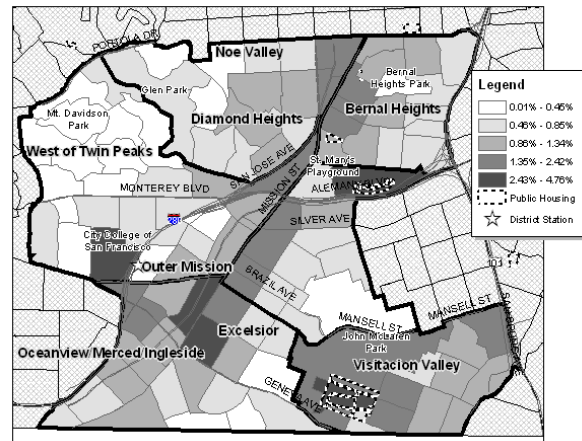
Source: CAD 2008

Source: CABLE 2008

The following sections provide all of the above information in more detail first by crime reports and then by calls for service data. Figures B-10 through B-13 shows more detail by crime type and allows the reader to see examples of specific areas of the Ingleside District in which certain crime types are more of a problem than in other parts of the District.

CRIME ANALYSIS

Overview

Reported crime in San Francisco has stayed consistent from 2006 to 2008, as has the amount of crime in the Ingleside Police District. Figure B-3 shows that there were approximately 119,000 incident reports citywide with the Ingleside representing 10,400 or 8 percent of the total. The data for 2009 only reflects incident reports through August.

Figure B-3: Number of Incident Reports, by Year[19]

	2006	2007	2008	2009[20]
San Francisco	118,900	114,400	119,200	75,857
Ingleside	10,600	10,400	10,400	8,534

Source: CABLE, 2006-2009

The figure below shows the number of crime incident reports per capita in each police district. The number of crime reports per capita in the Ingleside is relatively low: there were 78.8 crimes per 1000 people in the Ingleside in 2008, compared to 150.5 crimes per 1000 people in San Francisco. This is consistent with the district map shown in Figure B-5, which shows where crime is concentrated throughout San Francisco.

Figure B-4: Total Crime Incident Reports by Police District, per Capita, 2008
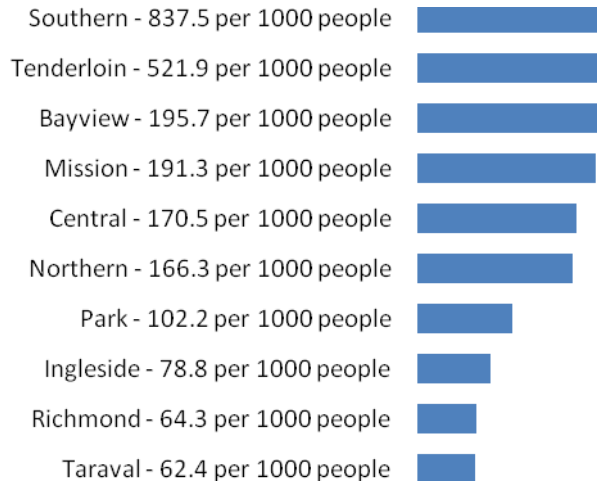
Source: CABLE 2008, US Census 2000

Figure B-5: Percentage of Total Crime Reports in San Francisco, by Plot, 2008
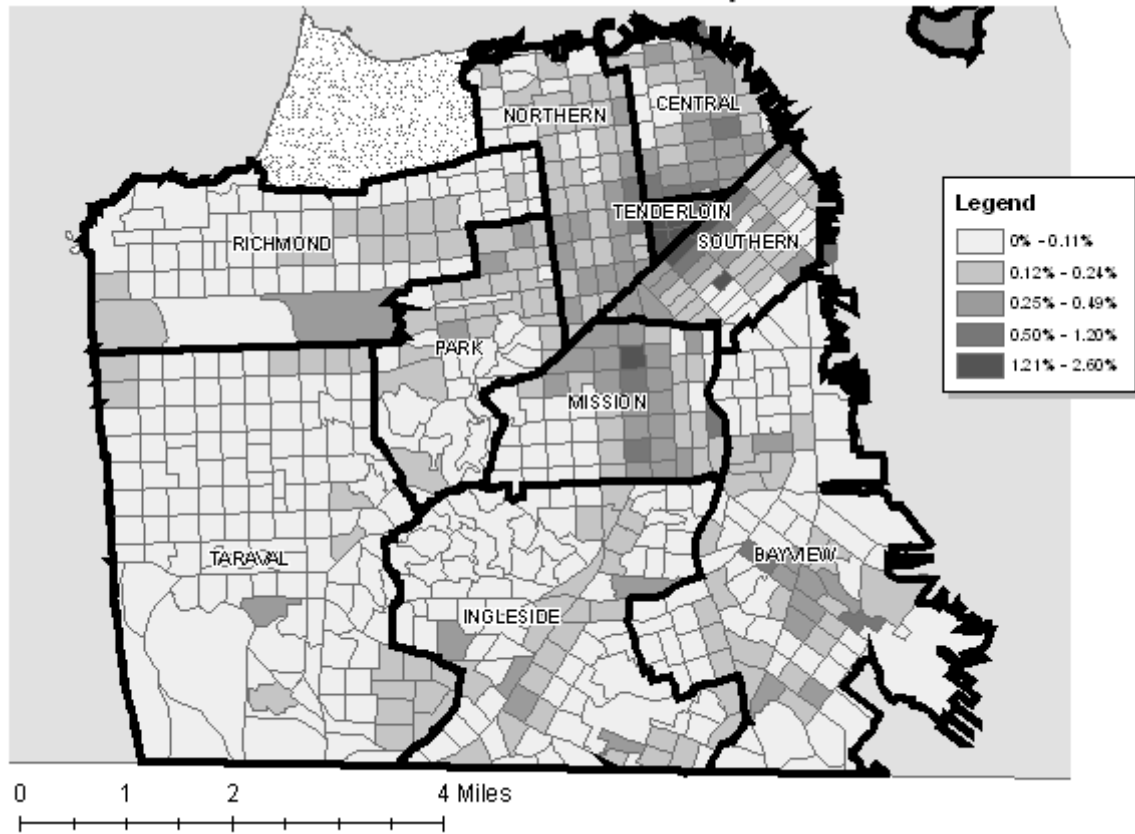
Source: CABLE 2008

By Time (Year, Month, Day, Hour)

A review of crime reports over the three years, both by month and by day of the week, shows no clear trend. However, there is a slight drop in 2009 compared to 2006.

Figure B-6: Total Crime in San Francisco, per Month, 01/06-08/09
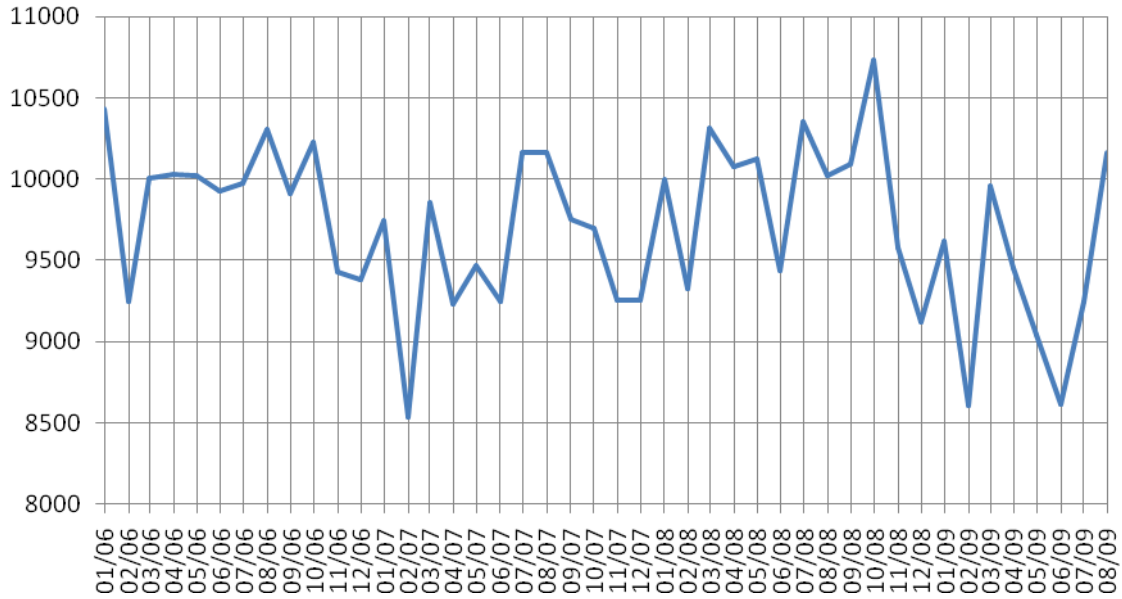
Source: CABLE, 2006-2009

A review of crime reports over three and a half years by time of day, however, reveals a strong and consistent trend. Crime decreases between midnight and 5:00am, then rises throughout until its peak at 5:00pm, and then decreases again. It is important to note the sudden jump at noon, is attributed to the fact that the incident reporting system defaults to 12:00pm if no time is assigned to an incident.

Figure B-7: Crime Reports in the Ingleside, by Hour, 01/06-

08/09
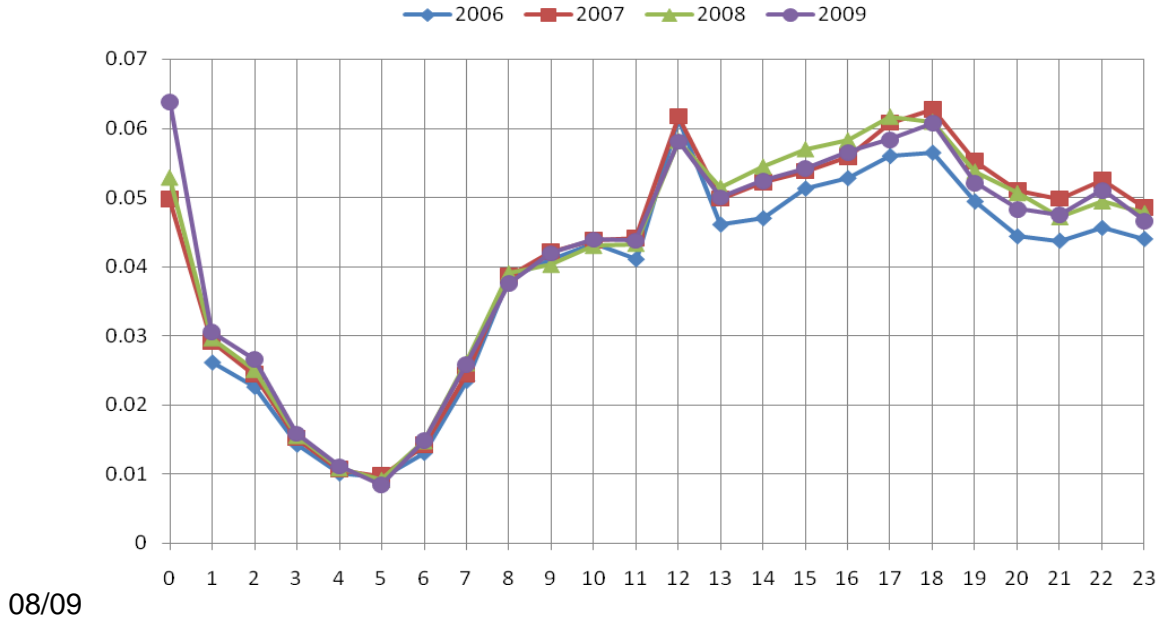
Source: CABLE 2006-2009

By Category (Violent, Property, Other)

The 2008 crime incident reports were categorized using the UCR definitions that are defined as follows:[21]

- Part I - Violent (aggravated assault, homicide, rape, robbery)
- Part I - Property (arson, auto theft, burglary, burglary theft from vehicle, larceny, personal/other theft)
- Part II - Other (arson, assault, burglary, driving, family crimes, fraud, homicide, malicious mischief, other, quality of life, sex crimes, theft, use of weapons, vehicle theft, vice crimes)

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[21]The Uniform Crime Reporting (UCR) system divides all crimes into two major groups: Part I and Part II. Part I crimes are broken up into two categories: violent (aggravated assault, forcible rape, murder, and robbery) and property (arson, burglary, larceny-theft, and motor vehicle theft). For the purposes of this report, larceny-theft was broken up into three sub-categories: larceny, burglary-theft from vehicle, and personal/other theft. Part II offenses encompass all other crimes outside those defined as Part I.

Figure B-8 shows the distribution of crime among the three categories. Part II comprised the most crimes (61.6%) in San Francisco, followed by property (31.5%) and violent (6.9%).. Notably, violent crimes were relatively high in the Ingleside, 10.7%, compared to 6.9% in San Francisco), while property crimes were relatively low (26.5%, compared to 31.5% in San Francisco).

Figure B-8: Percentage of Part I Crimes, by Category, 2008

	Violent	Property	Other
San Francisco	6.9%	31.5%	61.6%
Ingleside	10.7%	26.5%	62.8%

Source: CABLE 2008

The Ingleside District's 2008 crime reports by category were further analyzed by hour. The review shows that the time of occurrence trend varies by category type. Violent crimes are highest between 8:00pm and 12:00am; property crimes are highest between 5:00pm and 8:00pm; other crimes are highest between 2:00pm and 6:00pm.

Figure B-9: Crime Reports in the Ingleside, by Category Type and Hour, 2008
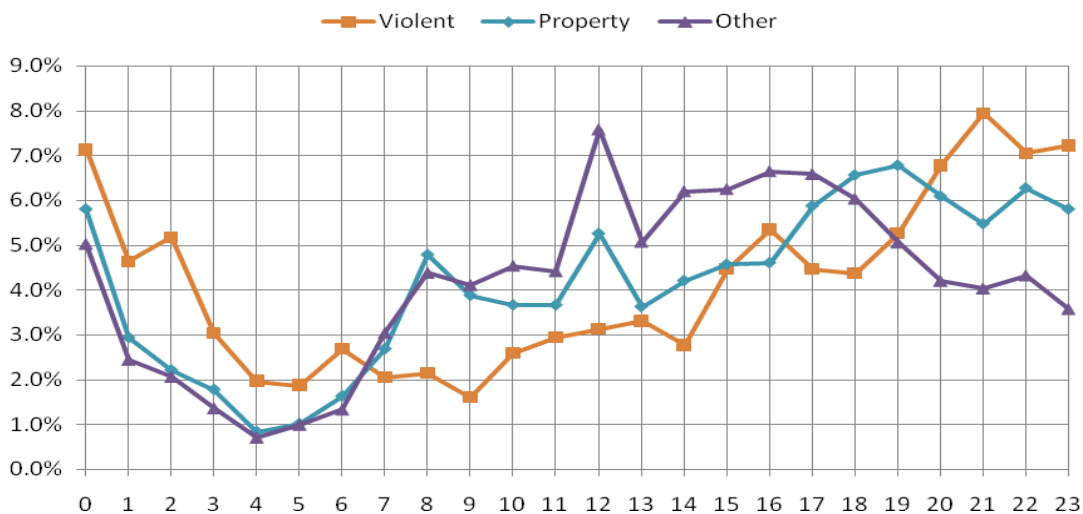
Source: CABLE 2008

Crime Types by Crime and Location

The maps below illustrates where concentration of crime in the Ingleside is high. There are several regions which tend to have a high concentration of crime: the Mission corridor, especially between Geneva Ave. and Alemany Boulevard.; the area directly to the west of the Ingleside Police Station, where the City College of San Francisco is located; the area east of the St. Mary's Playground and near the San Francisco Housing Authority Site office; and the Visitacion Valley area, especially around the public housing facility.

For instance, the area surrounding the City College of San Francisco has a low concentration of violent crimes, but a high concentration of property crimes—specifically theft from vehicle. While the northeast tip of the Ingleside, near the intersection of Cesar Chavez St. and Bayshore Boulevard, doesn't have a high concentration of total crime, it does have a very high concentration of theft from vehicles. On the other hand, the area near

St. Mary's Playground and the San Francisco Housing Authority, which has a high concentration of total crime, has a low concentration of theft from vehicle.

The figures on the next page can be paired with the maps to determine not only where the crimes are happening, but also what types of crimes are occurring. Knowing the crime will help with prevention and deployment, and can be used to address public perceptions of safety.

Figure B-10: Concentration of Crime Reports in the Ingleside, 2008
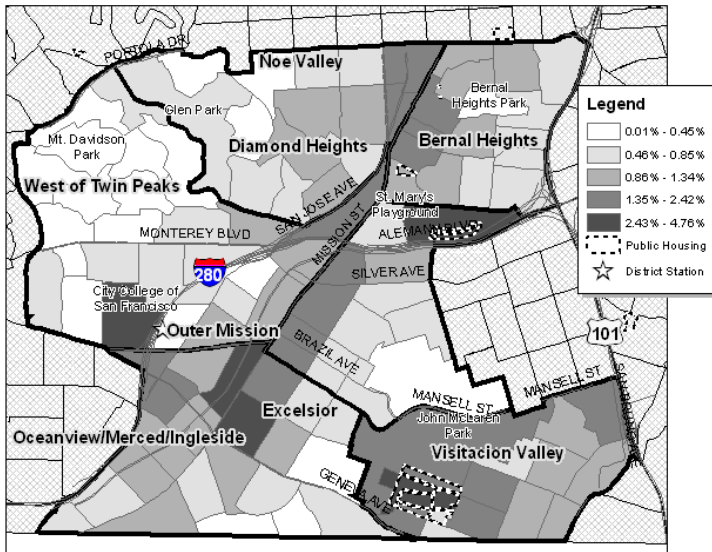
Top 5 Crime Reports	
San Francisco	
1	Theft, From Locked Vehicle, >$400 (7.6%)
2	Driving, No License Issued (4.4%)
3	Battery (3.9%)
4	Lost Property (3.9%)
5	Driving, License Suspended or Revoked (3.5%)
Ingleside	
1	Driving, No License Issued (7.9%)
2	Vehicle, Stolen, Auto (5.5%)
3	Driving, License Suspended or Revoked (5.2%)
4	Theft, From Locked Vehicle, >$400 (4.2%)
5	Battery (3.6%)

Source: CABLE 2008

Figure B-11: Concentration of Violent Crime Reports in the Ingleside, 2008
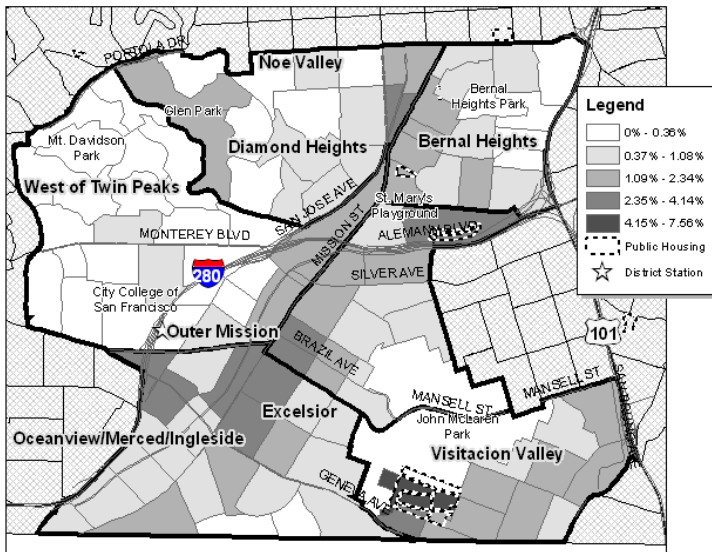
Top 5 Violent Crime Reports	
San Francisco	
1	Robbery, Street or Public Place, W/ Force (14.6%)
2	Spouse, Cohabitee, etc, Inflict Injury (13.2%)
3	Assault, Aggravated, W/ Other Weapon (12.0%)
4	Robbery, W/ Force (9.1%)
5	Assault, Aggravated, W/ Force (7.6%)
Ingleside	
1	Spouse, Cohabitee, etc, Inflict Injury (20.4%)
2	Robbery, Street or Public Place, W/ Force (13.8%)
3	Robbery, Street or Public Place, W/ Gun (8.8%)
4	Assault, Aggravated, W/ Other Weapon (8.2%)
5	Robbery, W/ Force (6.5%)

Source: CABLE 2008

Figure B-12: Concentration of Violent Crime Reports in the Ingleside, 2008
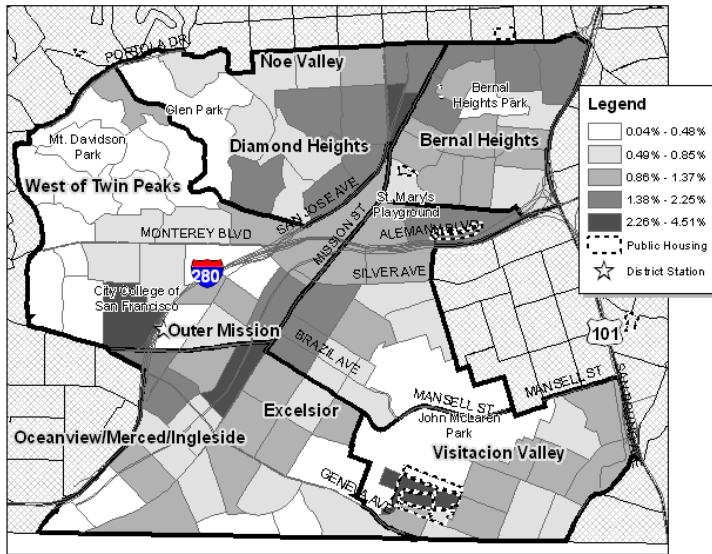
Top 5 Property Crime Reports	
San Francisco	
1	Theft, From Locked Vehicle, >$400 (24.2%)
2	Vehicle, Stolen, Auto (11.0%)
3	Theft, Other Property, >$400 (6.0%)
4	Theft, From Building, >$400 (4.1%)
5	Vehicle, Stolen, Truck (3.8%)
Ingleside	
1	Vehicle, Stolen, Auto (21.0%)
2	Theft, From Locked Vehicle, >$400 (15.9%)
3	Vehicle, Stolen, Truck (7.2%)
4	Burglary, Residence, Forcible Entry (3.7%)
5	Theft, From Locked Vehicle, $200-$400 (3.6%)

Source: CABLE 2008

Figure B-13: Concentration of Violent Crime Reports in the Ingleside, 2008
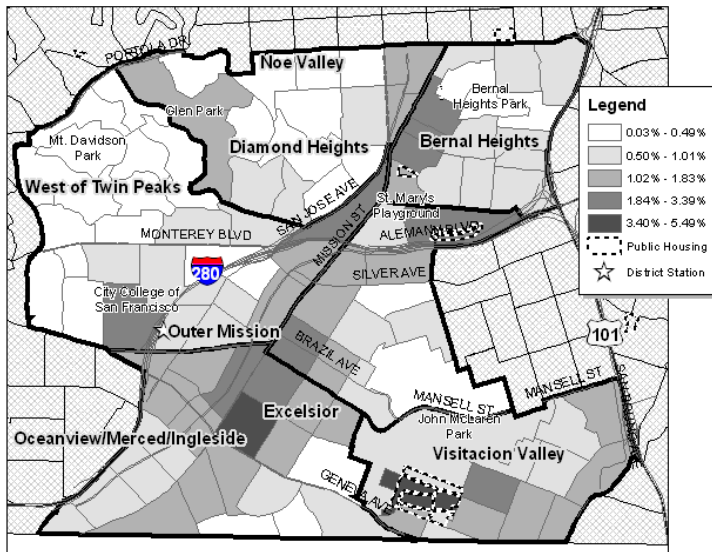
Top 5 Other Crime Reports	
San Francisco	
1	Driving, No License Issued (7.1%)
2	Battery (6.4%)
3	Lost Property (6.3%)
4	Driving, License Suspended or Revoked (5.6%)
5	Suspicious Occurrence (4.7%)
Ingleside	
1	Driving, No License Issued (12.6%)
2	Driving, License Suspended or Revoked (8.3%)
3	Battery (5.8%)
4	Suspicious Occurrence (5.7%)
5	Malicious Mischief, Vandalism to Vehicle (5.5%)

Source: CABLE 2008

CALLS FOR SERVICE ANALYSIS

Overview

Calls for service data were collected from January 2006 through August 2009, during which the Ingleside Police District received an average of 47,000 calls for service annually. Calls for service can be either officer or citizen initiated. Roughly 53% of all calls for service are officer initiated.

In reviewing calls for service data by crime type, month, time of day, day of week, and location in order to proactively address patterns of criminal behavior, it is most important to look at citizen-initiated calls for service. Reviewing officer-initiated activity is more helpful in identifying additional safety concerns that may not generate a crime report, such as intersections that have a high number of traffic stops or pedestrians checks. The figure below summarizes Ingleside calls for service by year, broken into officer and citizen-initiated calls.

Figure B-14: Calls for Service in the Ingleside, by Year

	2006	2007	2008	2009*
Officer Initiated	20,325	25,402	27,159	17,856
Citizen Initiated	18,274	29,990	20,694	13,485
Total Ingleside	**38,599**	**55,392**	**47,853**	**31,341**

Source: CAD, Jan 2006 – Aug 2009

Analysis By Category (Violent, Property, Other)

Each call for service was placed into one of three categories, comparable to categories used in the CABLE analysis:

- Violent (fight or dispute (no weapons), assault/battery, domestic violence fight or dispute (no weapons), shots fired, domestic violence assault/battery)
- Property (alarm (audible or silent), stolen vehicle, petty theft, burglary, auto boost/strip)
- Other (traffic stop, suspicious person, suspicious person in a vehicle, noise complaint/disturbing the peace, parking violation)

The mix percentages for each CAD category have not changed significantly over the last three years. There has been an increase in citizen initiated violent calls for service over the past two years.

Figure B-15: Percentage of Ingleside Calls for Service, by Category

	Citizen Initiated		
	Violent	**Property**	**Other**
2006	25%	27%	49%
2007	20%	17%	63%
2008	28%	25%	47%
2009	28%	24%	47%

Source: CAD, Jan 2006 – Aug 2009

Analysis By Time (Year, Month, Day, Hour)

Calls for service increased by over 15,000 from 2006 to 2007. Over 11,000 of the 2007 increase were driven from citizen initiated calls relating to quality of life issues which dropped back down to 2006 levels in 2008. The other significant increase in calls for service from 2006 to 2007 was in the violent category.

Figure B-16: Calls for Service in the Ingleside by Year and Category
Citizen Initiated

	2006	**2007**	**2008**	**2009***
Violent	5,041	9,004	5,872	3,831
Property	5,423	7,868	5,105	3,257
Other - Driving	1,090	1,061	1,072	720
Other - Quality of Life	6,441	15,595	6,362	4,169
Other - Other	2,330	2,283	2,283	1,508
Other Subtotal	9,861	18,939	9,717	6,397
Total	**20,325**	**35,811**	**20,694**	**13,485**

*Jan - Aug only

Source: CAD, Jan 2006 – Aug 2009

Figure B-17: Calls for Service in the Ingleside, by Month
Citizen Initiated
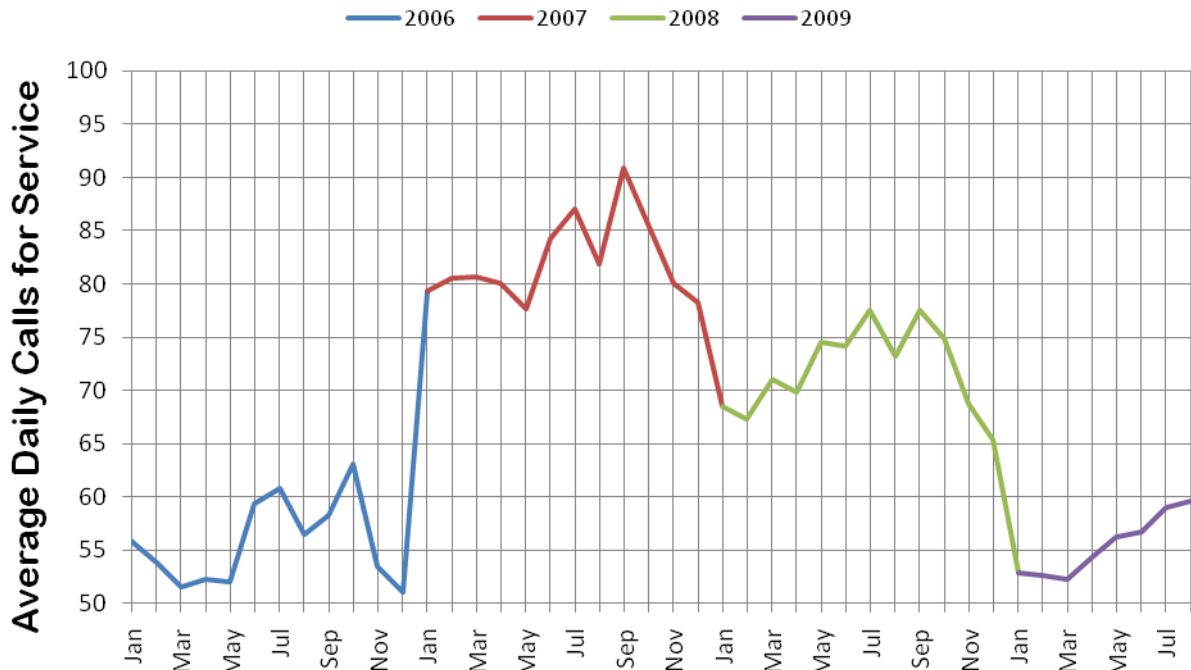
Source: CAD, Jan 2006 – Aug 2009

Calls for service change by the day of the week, peaking on the weekends for violent and property related calls for service. Notably, there is no pattern by day of the week for property related calls for service.

Figure B-18: Calls for Service in the Ingleside, by Day, 2008
Citizen Initiated
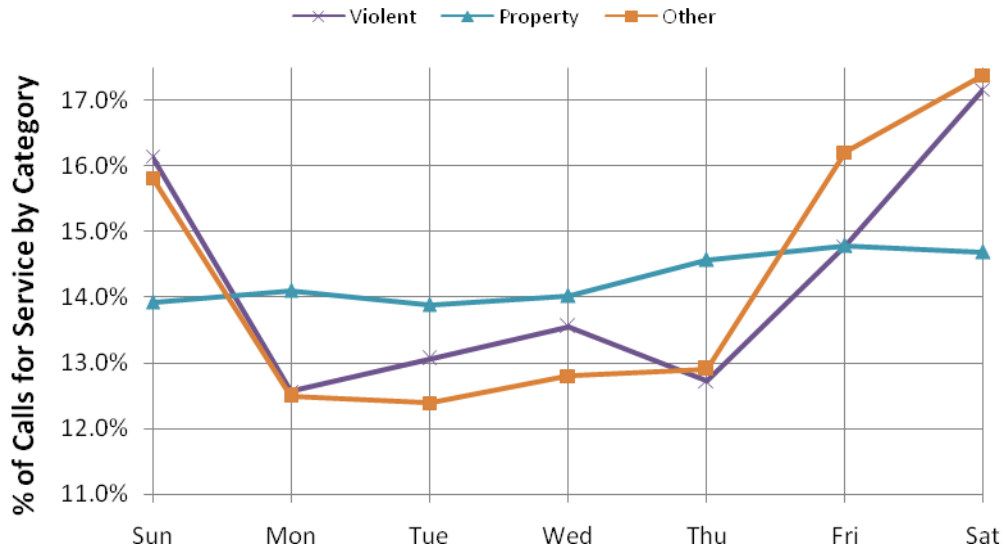
Source: CAD, Jan–Dec 2008

The trends for calls for service by hour trends for citizen initiated by category are somewhat similar. They are very low from 3:00am to 6:00am, begin to increase from 6:00am to 9:00pm, and remain at the highest levels for the remainder of the day. Citizen initiated calls for violent and other related calls increase consistently from 6:00am to 6:00pm, with calls for service falling into the other category continuing to increase until midnight. Property related calls for service increase from 6:00am to 9am and remain relatively constant until 6:00pm, at which time property related calls begin to decrease.

Figure B-19: Calls for Service in the Ingleside, by Hour, 2008
Citizen Initiated
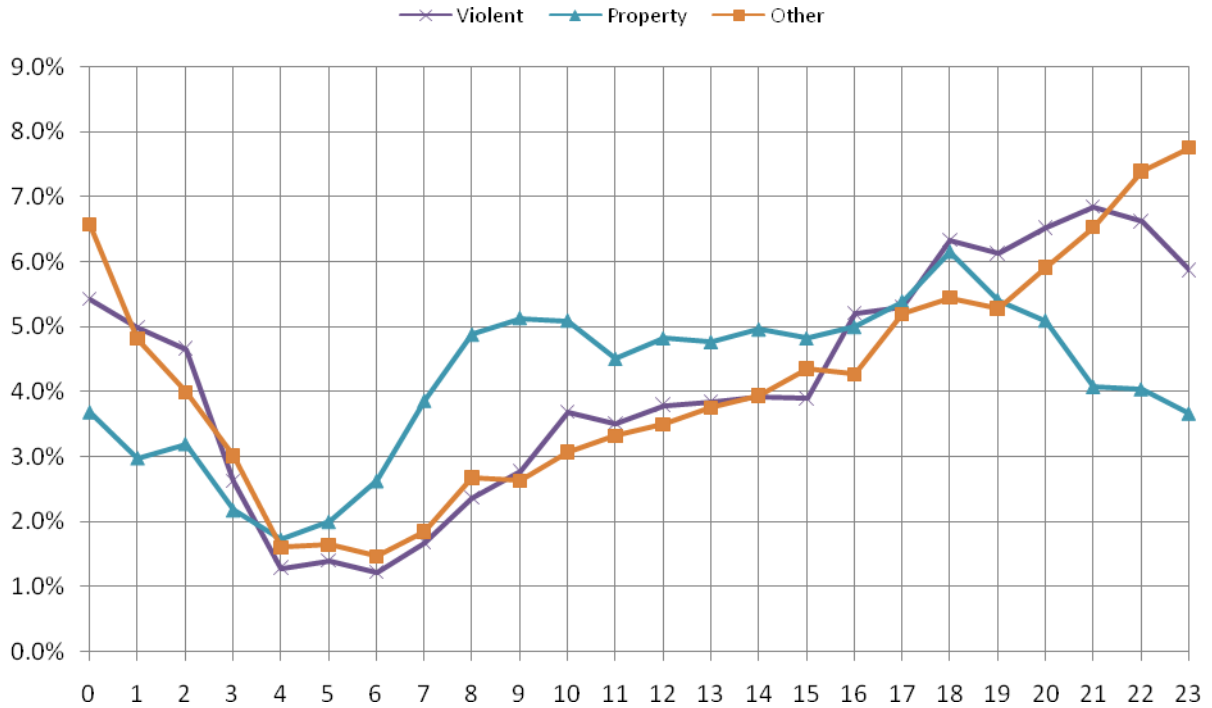
Source: CAD, Jan–Dec 2008

Top Calls for Service, by Category

The highest numbers of calls for service are fights or disputes and noise complaints. Calls for service in the violent category are related to fights or disputes, assault/battery, and Domestic Violence. The highest ranking property calls for service include alarms and burglaries. Calls for service categorized as other show noise complaints and suspicious persons calls having the highest frequency.

Figure B-20: Top 5 Calls for Service by Type
Citizen Initiated

Top 5 Calls for Service Ingleside, 2008		Top 5 Violent Calls for Service Ingleside, 2008	
1	Fight or Dispute (No weapons) (13%)	1	Fight or Dispute (No weapons) (47%)
2	Noise Complaint/Disturbing the Peace (12%)	2	Assault/Battery (13%)
3	Alarm (Audible or Silent) (9%)	3	Fight or Dispute (No weapons) DV (8%)
4	Suspicious person (7%)	4	Shots Fired (8%)
5	Suspicious person in a vehicle (6%)	5	Robbery (6%)

Top 5 Property Calls for Service Ingleside, 2008		Top 5 Other Calls for Service Ingleside, 2008	
1	Alarm (Audible or Silent) (36%)	1	Noise Complaint/Disturbing the Peace (25%)
2	Burglary (16%)	2	Suspicious person (14%)
3	Stolen vehicle (12%)	3	Suspicious person in a vehicle (13%)
4	Trespasser (9%)	4	Vehicle Accident-No injury (6%)
5	Petty Theft (9%)	5	Malicious Mischief/Vandalism (6%)

Source: CAD, Jan–Dec 2008

Officer-Initiated Activity Summary

As shown by the figure below, with the exception of reacting to suspicious persons, the bulk of the work that officers initiate is quite different from the work that citizens request. With 67% of officer-initiated activity resulting from traffic or vehicle-related incidents, patterns emerge that show locations that officers are concerned require more directed attention or that are prone to vehicle accidents.

Figure B-21: Top 5 Calls for Service by Type
Offier Initiated

Top 5 Calls for Service Ingleside, 2008	
1	Traffic Stop (60%)
2	Suspicious person (13%)
3	Suspicious person in a vehicle (13%)
4	Parking Violation (5%)
5	Vehicle Accident-No injury (2%)

Source: CAD, Jan–Dec 2008

Exhibit C: Ingleside Community Survey and Focus Group Results

In the Ingleside Police District, public perception information was collected and reviewed in two ways. First, the Ingleside Community Survey was administered to Ingleside residents regarding policing in the District. Second, focus groups were conducted with community members from the Ingleside District, providing additional detail to the Community Survey results.

The following summary findings can be used to incorporate community input into the implementation of problem solving in the Ingleside District. Learning what crime and disorder problems are of primary concern to the community will enable the Ingleside District to police in a way that builds trust in and satisfaction with police presence. The remainder of this Exhibit includes detailed documentation of responses to the Community Survey and during focus groups.

Summary of Findings

Community Survey
Crime Concerns
- Highest priority crimes included robbery/burglary/theft, violent crime, and gangs.
- Theft and violent crime was a top priority in every neighborhood.
- Gang activity, drug crime, and juvenile issues surfaced as priorities in many neighborhoods, with variance according to neighborhood.

Although the majority (75 percent) of residents feel that the Ingleside District responds to the needs of the community, only half of the respondents feel that the District is effective. Among those who placed 911 calls in the last year, 70 percent rated the effectiveness as either good or very good. Residents most frequently chose the district captain, police officers and the community when asked who should set the priorities for the district.

Although the majority of respondents have not observed foot patrols, they do believe that foot patrols impact trust between the police and the community, overall satisfaction with police, neighborhood quality of life issues, purse snatching, loitering, and the willingness of the community to help solve problems. Relatively few believe that foot patrols impact domestic violence, abuse/neglect, and loud parties.

Focus Group
Crime Concerns
- Participants rated street robberies/muggings, gang activity, and robberies as the District's highest priorities.
- Car break-ins, assault/violent crime, safety for youth, home burglaries, Bart/Muni-centered crime, and drug crimes surfaced as other areas of concern.
- Participants from Bernal Heights – where juvenile issues surfaced as a priority concern in the Community Survey – indicated that youth without activities to occupy their time results in loitering in parks and suspicious potential gang activity.

Effective Police Interactions
- Participants indicated that officers getting out of their cars or patrolling on foot in both neighborhoods and business districts are effective ways in which police interact with the community.
- Officers that are problem solvers and "entrepreneurial thinkers" are effective in dealing with the community.
- The need to have officers interact positively with youth was a central theme as well.

The groups expressed a lack of approachability of officers from the perspective of the community. They also indicated that officers did not tend to approach community members.

Participants specified that in order to connect with youth, officers should coach or play sports or go to parks. They also suggested that officers get to know recreation directors and reach out to teachers and other school administrators in order to get information about youth.

Focus groups felt that the burden of community policing did not solely lie with the police. When asked, each group felt that the community had a more proactive role to play in policing than currently provided.

Ingleside Community Survey Results

The Ingleside Police District administered the Ingleside Community Survey over a six-week period (Monday June 15, 2009 to Wednesday July 29, 2009) in order to understand public opinion on policing priorities and satisfaction with service from a wide range of residents, business owners, and employees in the Ingleside District.

The survey was offered on-line in English, with paper copies offered in English, Spanish and Chinese. Hard copies were distributed at community meetings and public gathering locations such as schools, churches, community centers, libraries, and local businesses by police officers, City staff, and community-based partners. In addition, the availability of the survey was announced through the Ingleside Captain's daily newsletter which reaches over a 1,000 community contacts. In total, 967 surveys were completed. What follows is information about the survey respondents demographics, preliminary findings, and a summary of the data.

Please note that some questions allow respondents to select more than one answer. As a result, the totals for some questions will be higher than the number of respondents who answered the question.

Police Priority Setting
- Respondents more often selected Community Members, Patrol Officers, and/or District Captains as who should be involved with determining policing priorities for the Ingleside Police District
- Nearly 24% of respondents felt involved in helping to determine goals for policing in the Ingleside.

Figure C-1: Who Should Set Police Priorities

Who do you believe should be involved with determining policing priorities for the Ingleside District?		
Answer Options	**Response Count**	**Percent of Total**
Elected Officials	272	10.7%
Chief of Police	329	13.0%
District Captain	584	23.0%
Patrol Officers	580	22.9%
Community Members	654	25.8%
Other	26	1.0%
Not sure	26	1.0%
Other (please specify)	64	2.5%
Total	**2535**	

847 Respondents Answered Question

Figure C-2: Involvement in Setting Ingleside Policing Goals

Do you feel involved with helping to determine goals for policing in the Ingleside Police District?		
Answer Options	**Response Count**	**Percent of Total**
Yes	200	23.8%
No	245	29.2%
Somewhat	352	42.0%
I prefer not to be involved	42	5.0%
Total	**839**	

839 Respondents Answered Question

Priorities of Crime
- Respondents stated that the priority for crimes for the Ingleside District should be theft, violent crimes, and gang crimes.
- When responses were isolated to the highest-responding neighborhoods, theft and violent crime were among the top four priorities in every neighborhood.
- Gang activity, drug crime, and juvenile issues also surfaced as priorities in many neighborhoods.

Figure C-3: Priority of Crimes Among Ingleside Community Members
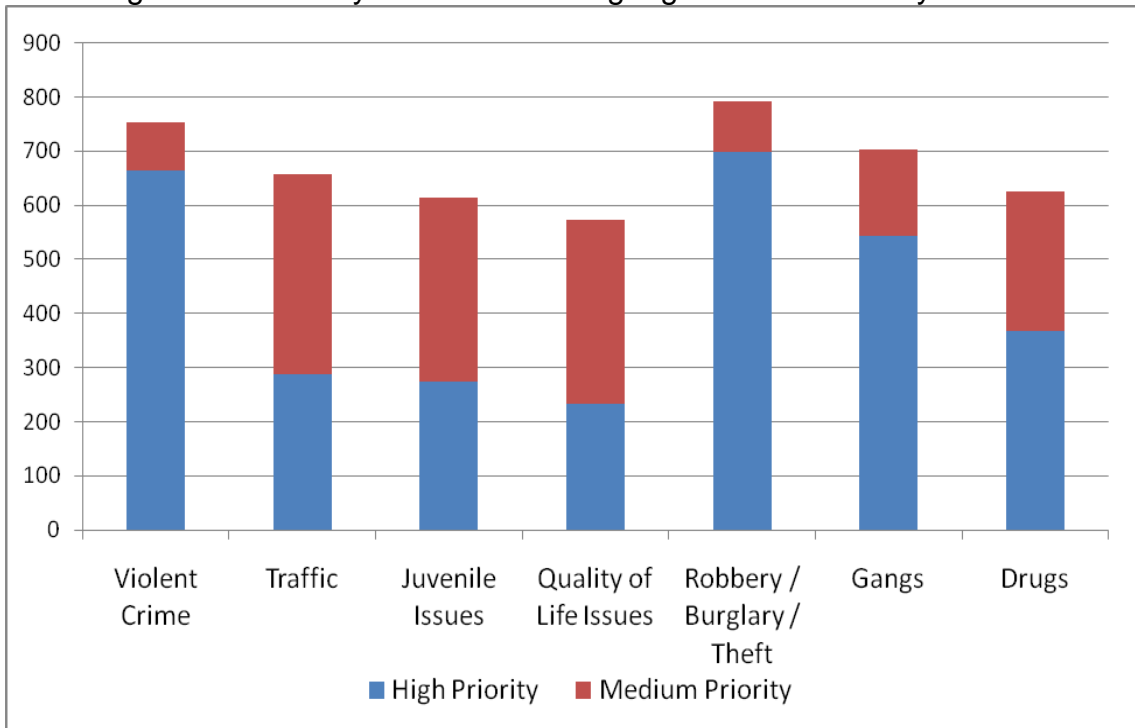
Figure C-4: Priority of Crimes by Ingleside Neighborhood

Neighborhood	Priority Level			
	1	2	3	4
Bernal Heights	Violent Crime	Theft	Gangs	Juvenile Issues
Diamond Heights	Violent Crime	Theft	Gangs	Drugs
Excelsior	Violent Crime	Theft	Gangs	Traffic
Glen Park	Theft	Gangs	Violent Crime	Drugs
Ingleside Heights	Theft	Drugs	Gangs	Violent Crime
Miraloma Park	Theft	Violent Crime	Gangs	Drugs
New Mission Terrace	Theft	Gangs	Violent Crime	Drugs
Silver Terrace	Theft	Violent Crime	Juvenile Issues	Drugs
Sunnydale	Theft	Gangs	Violent Crime	Drugs
Sunnyside	Theft	Violent Crime	Gangs	Traffic
Upper Noe	Theft	Violent Crime	Gangs	Juvenile Issues
Visitacion Valley	Violent Crime	Theft	Gangs	Drugs
TOTAL	**Theft**	**Violent Crime**	**Gangs**	**Drugs**

Figure C-5: Priority Levels of Crimes

How would you rate the priority level of the following types of crime in the Ingleside Police District?

Answer Options	High Priority	Percent of Total	Medium Priority	Percent of Total	Low Priority	Percent of Total	Don't Know	Percent of Total	Total
Violent Crime (examples: murder, assaults, rape)	658	81.3%	88	10.9%	24	3.0%	39	4.8%	**809**
Traffic (examples: speeding cars, pedestrian safety)	284	36.3%	366	46.7%	109	13.9%	24	3.1%	**783**
Juvenile Issues (examples: underage drinking, loitering)	268	33.8%	340	42.9%	146	18.4%	38	4.8%	**792**
Quality of Life Issues (examples: homelessness, graffiti, prostitution)	230	29.6%	337	43.4%	180	23.2%	30	3.9%	**777**
Robbery / Burglary / Theft	685	83.8%	93	11.4%	10	1.2%	29	3.5%	**817**
Gangs	537	69.4%	160	20.7%	31	4.0%	46	5.9%	**774**
Drugs	359	47.7%	257	34.1%	85	11.3%	52	6.9%	**753**
Other (please specify)									**46**

842 Respondents Answered Question

<u>Contact with Police</u>

- Just under half of all respondents contacted the Ingleside Police in the past year. The majority of those residents contacted the police more than once. Most contacted the police by calling them directly.
- Seventy-six percent of respondents have not been a victim of a crime in their neighborhood in the Ingleside District in the past year; 24% have been victims.

Figure C-6: Contacted Police

Have you, or a member of your household / Business, contacted the police at the Ingleside District Station for any reason during the past year?		
Answer Options	Response Count	Percent of Grand Total
Yes	412	48.0%
No	446	52.0%
Total	**858**	

858 Respondents Answered Question

Figure C-7: If Police Contacted, How Frequently

About how many times have you called in the past year from						
Answer Options	your home?	Percent of Total	your business / place of work?	Percent of Total	Response Count	Percent of Total
Once	159	42.4%	22	48.9%	181	43.1%
2-5 Times	178	47.5%	14	31.1%	192	45.7%
5+ Times	38	10.1%	9	20.0%	47	11.2%
Total	**375**		**45**		**420**	

396 Respondents Answered Question

Figure C-8: If Police Contacted, How

How did you contact the department?						
Answer Options	From your home?	Percent of Total	From your business / place of work?	Percent of Total	Response Count	Percent of Total
Email	52	10.8%	8	7.9%	60	10.3%
Police department website	11	2.3%	3	3.0%	14	2.4%
Phone (9-1-1)	120	24.9%	15	14.9%	135	23.2%
Phone (other than 911)	263	54.7%	23	22.8%	286	49.1%
Officer	35	7.3%	4	4.0%	39	6.7%
Other (please specify)					48	8.2%
Total	**481**		**101**		**582**	

391 Respondents Answered Question

Figure C-9: Whether Victim of Crime

Answer Options	Have you or a member of your household / business been a victim of a crime in your neighborhood in the Ingleside District during the past year at					
	your home?	Percent of Total	your business / place of work?	Percent of Total	Response Count	Percent of Total
Yes	219	26.8%	27	12.7%	246	23.9%
No	599	73.2%	185	87.3%	784	76.1%
Comments?					149	
Total	**818**		**212**		**1030**	

834 Respondents Answered Question

Ingleside Police District Effectiveness
- Sixty-six percent of respondents rated response time as excellent or good (see Figure C-10).
- Seventy-one percent of respondents indicated that police services were either excellent or good (see Figure C-11).
- Fifty-one percent of respondents agreed that the Ingleside Police District responds to the needs of the community; 26% agree strongly.
- Forty-nine percent of respondents believe that the Ingleside Police District is very effective or effective based on its crime prevention capabilities; 31% believe it is somewhat effective.

Figure C-10: Residential Respondents Rate Police Response Time
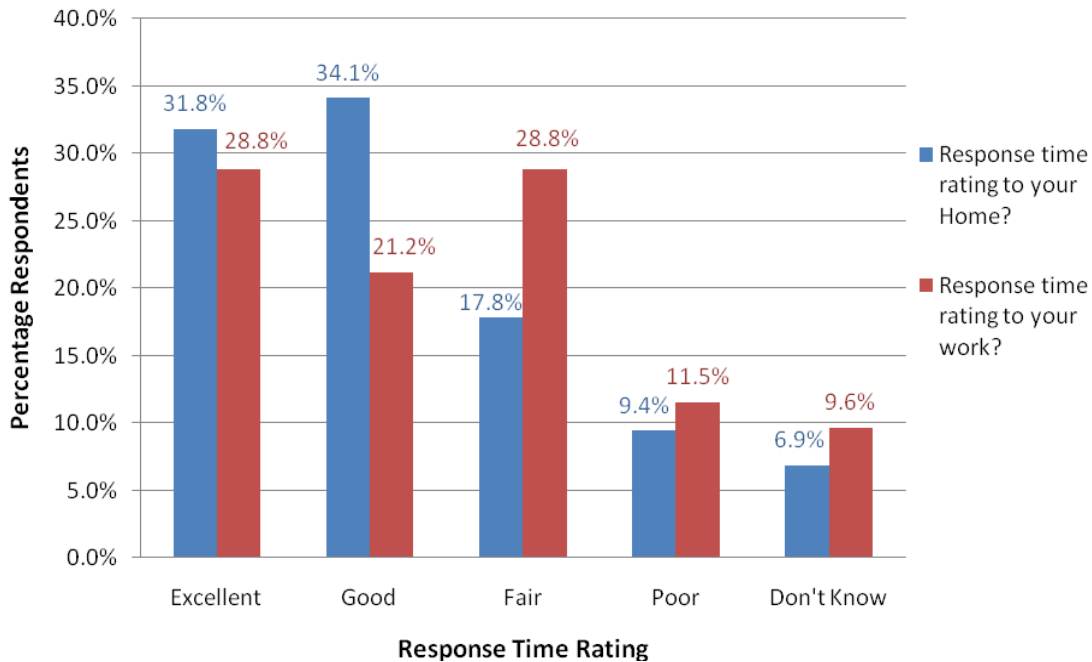
Figure C-11: Residential Respondents Rate Ingleside Police Services
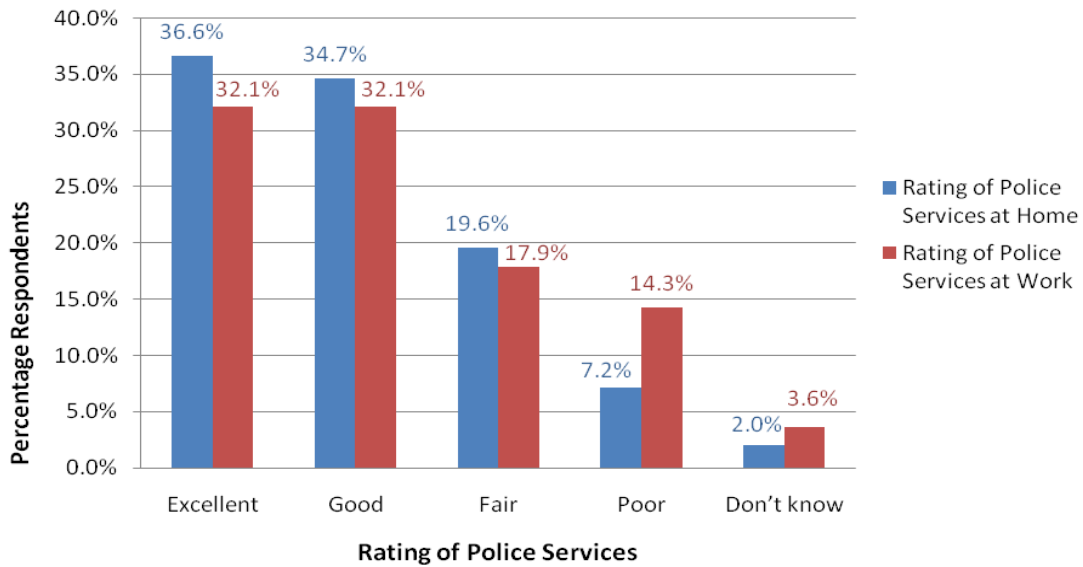
Figure C-12: Ingleside Responding to the Needs of the Community

The Ingleside Police District responds to the needs of the community.		
Answer Options	Response Count	Response Percent
Agree Strongly	221	25.5%
Agree	445	51.3%
No opinion	54	6.2%
Don't Know	103	11.9%
Disagree	33	3.8%
Strongly Disagree	11	1.3%
Total	**867**	

867 Respondents Answered Question

Figure C-13: Ingleside Effectiveness at Crime Prevention

Overall, how would you rate the effectiveness of the Ingleside Police District based on its crime prevention capabilities?		
Answer Options	Response Count	Percent of Total
Very Effective	104	12.0%
Effective	324	37.4%
Somewhat Effective	266	30.7%
No opinion	31	3.6%
Don't Know	112	12.9%
Not Effective	29	3.3%
Total	**866**	

866 Respondents Answered Question

Respondent Demographics

- Eighty-three percent of respondents identified themselves as residents of the Ingleside District.
- Approximately 30% of the surveys submitted were in Chinese.
- The largest response to the survey was from people living, owning a business or working in Visitacion Valley (20% of respondents). Fifteen percent of respondents were from in Bernal Heights; 11% in Glen Park; and 8% in Excelsior (see Figure C-15).
- Respondents were primarily white (52%); 32% indicated they were Asian or Pacific Islander; 7% Hispanic/Latino; and 3% African American (see Figure C-16).
- A majority of respondents identified as being between 35 and 54 years old (55%); 19% indicated they were between 55 and 64 years old; 12% 65 years and over; 11% between 25 and 24 years old; and 3% between 18 and 24 years old.

Figure C-14: Residential/Business Owner Distribution Among Respondents

Please let us know what best describes you		
Answer Options	**Response Count**	**Percent of Total**
I am a resident in the Ingleside District.	738	82.5%
I am a resident and business owner / employee in the Ingleside.	75	8.4%
I am a business owner / employee in the Ingleside District.	23	2.6%
I am not a resident or business owner / employee in the Ingleside District.	59	6.6%
Total	**895**	

895 Respondents Answered Question

Figure C-15: Distribution of Respondents Among Highest Responding Neighborhoods
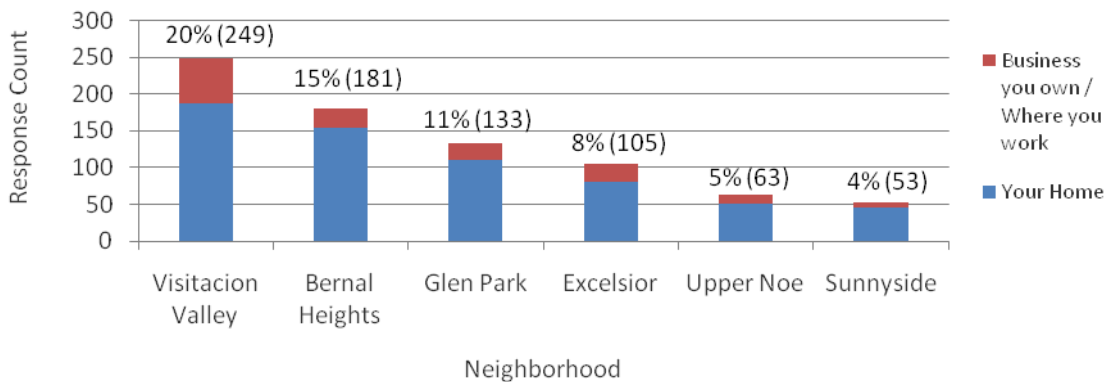
Note: Neighborhoods shown represent the top six responses. As a result, percentages do not total to 100%.

Figure C-16: Community Survey Demographics and Census Demographics
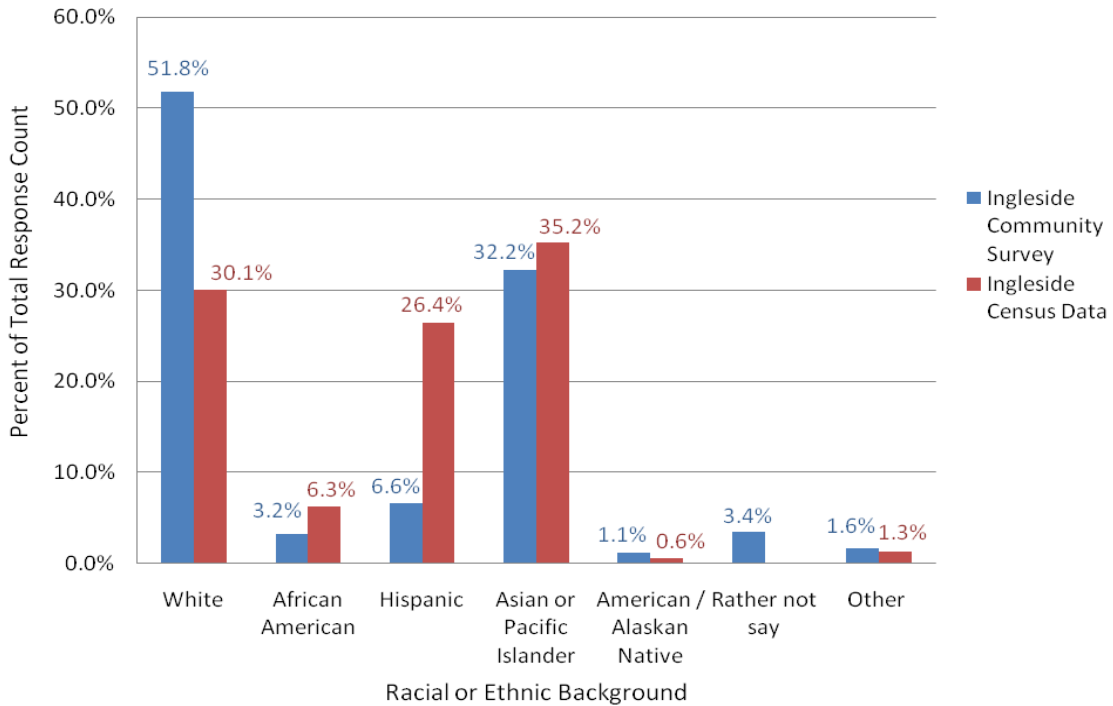
Source: SFPD Ingleside Community Survey and US Census data

Figure C-17: Age Distribution Among Respondents

Age		
Answer Options	**Response Count**	**Percent of Total**
Under 18	3	0.4%
18 – 24	25	2.9%
25 – 34	93	11.0%
35 – 44	236	27.8%
45 – 54	229	27.0%
55-64	163	19.2%
65 and over	99	11.7%
Total	**848**	

848 Respondents Answered Question

Respondent Knowledge of Ingleside Policing
- Seventy-two percent of respondents believe police have community meetings in the Ingleside Police District; 64% believe foot patrols occur; 45% believe police and community identify and solve issues together.

Figure C-18: Patrol Types in the Ingleside

Please list any of the following which you believe occur within the Ingleside Police District.		
Answer Options	**Response Count**	**Percent of Respondents**
Foot Patrols	496	64.4%
Bicycle Patrols	239	31.0%
Police - community meetings	551	71.6%
Police and community identifying and solving issues together	346	44.9%
Citizen Patrols	97	12.6%
Citizen Crime Watch programs	294	38.2%
Police led youth programs	105	13.6%
Community taking ownership for crime and disorder	176	22.9%
Other (please specify)	74	9.6%
Total	**2378**	

770 Respondents Answered Question

Foot or Bicycle Patrols

- Forty-three percent of respondents have observed bicycle or foot patrols in a business district in the Ingleside.
- Thirty-seven percent of respondents rarely see foot or bicycle patrols; 28% never see them; 21% see them 1-2 times a week.
- Sixty-nine percent of respondents indicated that vehicle patrols were very important; 63% indicated that foot patrols were very important; 45% indicated that special task forces were very important; 45% indicated that bicycle patrols were very important.
- Eighty-eight percent believe foot patrols impact trust between police and community; 86% of respondents believe they impact community satisfaction with the police; 82% believe they impact the willingness of community members to problem solve with the police.

Figure C-19: Foot and Bike Patrol Locations in the Ingleside

Have you observed bicycle or foot patrols in any of the following areas?		
Answer Options	**Response Count**	**Percent of Respondents**
A residential neighborhood in the Ingleside Police District.	232	29.4%
A business district in the Ingleside Police District.	342	43.3%
At a community event.	176	22.3%
I have not observed bicycle or foot patrols in the Ingleside District.	252	31.9%
Other (please specify)	42	5.3%
Total	**1044**	

789 Respondents Answered Question

Figure C-20: Patrol Type Priorities

How would you rate the priority of each type of patrol for the Ingleside District.									
Answer Options	Very Important	Percent of Total	Important	Percent of Total	Less Important	Percent of Total	Unsure	Percent of Total	Rating Average	Total
Foot Patrols	509	62.9%	226	27.9%	50	6.2%	24	3.0%	3.51	809
Bicycle Patrols	364	44.7%	321	39.4%	86	10.6%	44	5.4%	3.23	815
Vehicle Patrols	563	69.2%	220	27.1%	22	2.7%	8	1.0%	3.65	813
Special Task Forces / Units	336	45.2%	222	29.8%	81	10.9%	105	14.1%	3.06	744

864 Respondents Answered Question

Figure C-21: Foot and Bike Patrol Visibility

Please respond to the following										
Answer Options	Daily	% of Total	3 - 4 times / week	% of Total	1 - 2 times / week	% of Total	Rarely	% of Total	Never	% of Total	Total
I see foot or bicycle patrol	42	5.4%	70	9.0%	165	21.2%	287	36.8%	215	27.6%	779
I see the same foot or bicycle officer	8	1.5%	21	4.0%	61	11.5%	175	33.0%	265	50.0%	530
Other											58

797 Respondents Answered Question

Figure C-22: Foot Patrol Impact on Crime Types

Do you believe foot patrols impact the following: (check one answer for each issue):							
Answer Options	Yes (impacted)	% of Total	No	% of Total	Don't know	% Total	Total
Panhandling	595	75.9%	63	8.0%	126	16.1%	784
Purse snatching	651	82.6%	33	4.2%	104	13.2%	788
Car Break-ins	596	75.9%	82	10.4%	107	13.6%	785
Gangs	552	73.6%	72	9.6%	126	16.8%	750
Underage drinking	428	59.3%	126	17.5%	168	23.3%	722
Burglaries	548	71.6%	87	11.4%	130	17.0%	765
Property Destruction	602	80.3%	47	6.3%	101	13.5%	750
Tagging/Graffiti	572	76.2%	88	11.7%	91	12.1%	751
Traffic Law Violations	428	57.1%	194	25.9%	128	17.1%	750
Juvenile Offenses	515	70.6%	64	8.8%	150	20.6%	729
Larcenies	467	63.6%	73	9.9%	194	26.4%	734
Loud Parties	339	47.7%	198	27.8%	174	24.5%	711
Drug Law Violations	433	60.1%	119	16.5%	168	23.3%	720
Assaults	543	74.2%	67	9.2%	122	16.7%	732
Domestic Violence	234	33.9%	276	40.0%	180	26.1%	690
Abuse/Neglect	256	37.3%	237	34.5%	193	28.1%	686
Neighborhood Quality of Life Issues	609	83.2%	46	6.3%	77	10.5%	732
Loitering	605	82.3%	46	6.3%	84	11.4%	735
Violent Crimes	489	66.2%	90	12.2%	160	21.7%	739
Public Intoxication	537	74.3%	76	10.5%	110	15.2%	723
Community satisfaction with the police	624	86.3%	25	3.5%	74	10.2%	723
Willingness of community members to problem solve with the police	599	82.3%	28	3.8%	101	13.9%	728
Trust between police and community	624	87.3%	24	3.4%	67	9.4%	715
Other (please specify)							
Total							**17003**

864 Respondents Answered Question

Supplementary Data:

Figure C-23: Length of Time in the Ingleside

How long have you						
Answer Options	lived in your neighborhood?	Percent of Total	owned a business or worked in the neighborhood?	Percent of Total	Response Count	Percent of Total
Less than 6 months	23	2.8%	6	4.8%	29	3.0%
6 months to 1 year	58	7.0%	6	4.8%	64	6.7%
1 – 2 years	70	8.4%	22	17.5%	92	9.6%
3 – 5 years	164	19.8%	35	27.8%	199	20.8%
6 – 10 years	164	19.8%	20	15.9%	184	19.2%
More than 10 years	351	42.3%	37	29.4%	388	40.6%
Other (please specify)					75	7.8%
Total	**830**		**126**		**956**	

895 Respondents Answered Question

Figure C-24: Participation in Community Groups

Do you participate in any of the following neighborhood or community groups?		
Answer Options	Response Count	Percent of Total
Ingleside Community Forum	78	12.3%
Geneva Terrace Neighbors	3	0.5%
Sunnyside Neighbors	41	6.5%
Glen Park Neighborhood Association	67	10.6%
District 11 Council	16	2.5%
Precita Park Community Group	28	4.4%
New Mission Terrace Association	18	2.8%
Excelsior District Improvement Association	23	3.6%
Upper Noe Neighbors	38	6.0%
Miraloma Park Improvement Club	20	3.2%
St. Mary's Park Improvement Club	10	1.6%
Bernal Heights Neighborhood Center	93	14.7%
Other (please specify)	197	31.2%
Total	**632**	

396 Respondents Answered Question

Figure C-25: Information Desired from the Ingleside Station

Do you believe that the Ingleside Station should offer the following?							
Answer Options	**Yes**	**Percent of Total**	**No**	**Percent of Total**	**Unsure**	**Percent of Total**	**Total**
Domestic Violence Training	396	55.9%	84	11.9%	228	32.2%	708
Personal Safety Awareness	649	85.2%	31	4.1%	82	10.8%	762
Crime Prevention Through Environmental Design	482	65.8%	62	8.5%	188	25.7%	732
Business Safety	546	76.4%	50	7.0%	119	16.6%	715
Home Safety	670	85.0%	48	6.1%	70	8.9%	788
Training for Citizens in Crime Prevention	596	83.0%	32	4.5%	90	12.5%	718
Violence Reduction Strategies	575	79.2%	30	4.1%	121	16.7%	726
Opportunities for Citizens to Volunteer	564	80.7%	26	3.7%	109	15.6%	699
Other (please specify)							74

860 Respondents Answered Question

Figure C-26: Gender Distribution

Gender		
Answer Options	**Response Count**	**Percent of Total**
Male	345	40.5%
Female	506	59.5%
Total	**851**	

851 Respondents Answered Question

Figure C-27: Racial Distribution

Racial or ethnic background (select all that apply)		
Answer Options	**Response Count**	**Percent of Total**
White	454	51.8%
African American	28	3.2%
Hispanic	58	6.6%
Asian or Pacific Islander	282	32.2%
American / Alaskan Native	10	1.1%
Rather not say	30	3.4%
Other (please specify)	14	1.6%
Total	**876**	

847 Respondents Answered Question

Figure C-28: Home Ownership Distribution

Do you own or rent your home?		
Answer Options	**Response Count**	**Percent of Total**
Own	574	68.0%
Rent	256	30.3%
Other (please specify)	14	1.7%
Total	**844**	

844 Respondents Answered Question

Figure C-29: How Informed About Survey

How did you find out about this survey? Please be specific.		
Answer Options	**Response Count**	**Percent of Total**
Ingleside Captain's Newsletter	378	50.9%
Flyer provided by a community member at a community meeting	190	25.6%
Flyer dropped off by a community member at home / work	132	17.8%
Flyer provided by a police officer at a community meeting	25	3.4%
Flyer provided by a police officer at home / work	17	2.3%
Total	**742**	

720 Respondents Answered Question

Focus Group Results
Police Executive Research Forum hosted three focus groups on October 14 and 15, 2009 in order to gather opinions about the community's perception of crime and policing in the Ingleside Police District and ideas of how the police can interact with the community. The Ingleside project team reached out to community-based organizations to gather the names of individuals who live in the Ingleside District, are aware of policing in the Ingleside, and have an interest in providing their input on the topic.

Below is a list of the locations and times of each focus group, the questions asked, and a synopsis of the responses gathered during each focus group.

Focus Group Times and Locations
October 14, 2009; 12:00-2:00pm; City Hall Room 316
October 14, 2009; 6:00-8:00pm; City Hall Room 316
October 15, 2009; 6:00-8:00pm; City Hall Room 316

Focus Group Response Synopsis
What do you see as an important crime/disorder problem in your neighborhood?
Individuals in the group introduced themselves and gave the neighborhood in which they live and listed the crime and disorder concerns in the neighborhood. All crime and disorder concerns are listed below by neighborhood represented in the focus groups.

Mission Terrace
- Lots of crime
- Traffic
- Graffiti
- Litter
- Loitering around BART (Balboa)
- Blight
- Driving crimes
- People living in RVs/campers

Visitacion Valley
- Retaliation fears
- Trust of police – language barriers
- Murder/violent crime lack of reporting
- Crime around Sunnydale
- Gangs
- Purse snatchings
- Perception of danger
- Muni-centered crime
- Petty theft

Diamond Heights
- Outsiders dealing drugs
- Drive by shootings
- Young adults doing drugs, loitering
- Gangs increasingly from Sunnydale and Bayview
- Youth shoplifting using diversions
- Assault
- Juvenile crime
- Muggings
- House burglaries

Glen Park
- Street muggings
- Car jacking
- Car stripping
- Auto break-ins
- Bart-centered crime

Upper Noe
- Home burglaries
- Purse snatching
- Muni-centered crime
- Aggressive youth at 30th and Church

Sunnyside
- Muni crime
- Weapons in school

Bernal Heights
- Muggings after patrons leave businesses
- Cortland bars
- Drugs/gangs associated with public housing
- Driving crime (DUI, running stop signs)
- Suspicious potential gang activity
- Kids loitering at Holly Park
- Youth drinking/doing drugs (marijuana)
- Trespassing on public housing property
- Graffiti
- Idle youth
- Muni-centered crime
- Car break-ins
- Petty theft
- Shoplifting
- Shootings
- Assaults near bars/clubs
- Sexual assault

Miraloma Park
- Graffiti
- Illegal camping in park
- Auto break-ins
- Drugs houses
- House burglary
- Illegal dumping
- Illegal fireworks in park
- Drug dealing
- Rowdy students

Portola
- House burglary
- Run down properties
- Abandoned properties
- Violence on Muni
- Random violence
- Gangs
- Robberies
- Child-victims of crime (fear of)/park safety

Ingleside overall
- Elder abuse

Subsequently, each group voted on what they felt were the five highest priorities for Ingleside Police to address. The following figures provide the results for each group. The items highlighted in bold are the five crimes that the group considered highest priority.

Each group unanimously agreed that Ingleside Police should prioritize one type of crime. Those were street robberies/muggings, gang activity, and robberies respectively. In addition, car break-ins, assault/violent crime, safety for youth, home burglaries, BART/Muni-centered crime, and drug crimes surfaced as areas of primary concern.

Figure C-30: Focus Group Results - Crime/Disorder Priorities

Group 1 (10 Participants) Crime Disorder Problem	Group 2 (7 Participants) Crime Disorder Problem	Group 3 (6 Participants) Crime Disorder Problem
Street robs/mugging	**Gang activity**	**Robberies**
Car break ins	**Assault/violent crime**	**Safety for youth**
Home burglaries	**BART/Muni center crime**	**Drug sales**
Speeding/running stop signs	**Drug related**	**Barriers to reporting crime**
Drive by shoot	**Gun shootings**	**Assaults**
Crime on Muni	Youth crime	Graffiti
Weapons in school	Kid/youth hanging out	Crime on Muni
Outsiders committing crime	Outsider coming in	Littering, blight
Housing problems	Robberies	Bars, clubs
Drug related crack houses	Run down houses	Public housing
		Informal business (car repairs)
Graffiti	Territorial issues	RV campers/illegal parkers
Litter	Shoplifting	Driving without a license
Illegal dumping	Boosting vehicles	
Gangs	Trespassing	
Vehicle strips	Graffiti	
Kids/youth/rowdy	Shop lifting	
Run down houses		
Illegal fireworks		
Illegal camping		
Illegal parking		

How do you get information on what's happening in your neighborhood currently? Do you receive any communications directly from the Ingleside Police District?

From this question, the project team gathered information about both what might be additional ways to reach out to the community, as well as what have been effective outreach methods thus far.

- Information sources from community.
    - Neighborhood organization meetings.
    - Neighborhood watch groups.
    - Other neighborhood action groups (such as litter/graffiti abatement).
    - Neighborhood newspapers.
    - Community meetings sponsored by elected officials.
    - San Francisco-based media (Channel 29, Examiner, Chronicle, Channel 2).
    - Parent newsletters through schools.
    - Other members of the community.
    - Flyers at grocery stores and food pantries (at housing authority).
    - Churches.
- Information sources from SFPD.
    - Captains' Newsletter.
    - School Resource Officers.
    - Foot Patrol Officers.
    - Patrol Specials.
    - Printed crime stats.
    - Officers' attendance at community events.

What do you think is the community's role in maintaining crime and disorder free neighborhoods?

Each focus group indicated that the community had a role to play in maintaining crime and disorder free neighborhoods. From simply communicating suspicious occurrences to working with various government agencies to make improvements for the purposes of crime prevention, focus group participants wanted to create a sense of community that does not allow crime and disorder.

- Establishing neighborhood watch groups.
- Communication among community members/neighbors.
- Communication to police.
    - Say hello, wave to officers.
    - Communicating occurrences observed in the neighborhood.
- Community as enforcer of mores - being clear about what behaviors are acceptable in a neighborhood.
- Supporting recreation centers.
- Creating a sense of community by having a presence and knowing your neighbors.
- Working with city agencies such as DPW to mitigate unsafe settings (e.g., poor lighting).
- Being involved in picking Captains when they are rotated.
- Volunteering with the Police Department (if the infrastructure were there).

How would you describe your relationship with officers working at the Ingleside District?
- Officers attend street fairs, block parties.
- Get to know police officers – officers then get to know the neighborhood better.

How would you describe your relationship with the SFPD and the management team responsible for managing the Ingleside District?
- Captain lives in the community, his kids go to school in the community.
- Captain attends community/neighborhood organization meetings.
- Captain is idea driven.
- Captain has a lot of energy.

The next two questions provided information on the ways that the community looks to interact with officers. Members of each focus group had positive reactions to officers participating in and coaching youth in sports. Officers with a skill in solving problems in the community are appreciated, as are officers who proactively engage with members of the community, whether they are merchants or individual residents.

Describe effective ways in which patrol officers have interacted with you.
- Police should live in the City and/or District in which they patrol.
- When police get out of their car.
- A community liaison, after being called, came and sat down to discuss issues in the neighborhood.
- Outstanding officers are problem solvers, entrepreneurial thinkers.
- Seeing foot patrol officers out.
- Bicycle patrol covers more ground. They have gone into merchants and introduced themselves.
- Connecting with youth through the basketball team.

In what other ways would you like to see officers interacting with the public?
- Play sports with youth (basketball) or coach sports teams in the District.
- Get out of the car - go have a cup of coffee with members of the community. Get to know/talk to people in the community.
- Get to know youth at parks; directors at recreation centers.
- Live in the community.
- Get to know/talk with merchants.
- Interact with schools, with parents and teachers, with high schoolers – gather information.
- Educate citizens on reporting crime and benefits of doing so.
- SFPD officers should not come to callers' houses. Communicate about anonymous tip line.
- Be a Big Brother.
- Proactive rather than reactive engagement.
- Get to know the cultures of a neighborhood or people in the area patrolled.
- Get to know and communicate with other security professionals in the area (patrol specials, security guards).
- Attend local baseball, football games and interact with people there.
- Wear less intimidating clothing/gear.
- Interact with churches.
- Provide contact information with a business card.

- Writing newspaper articles or pieces for the newsletter.
- Utilize social networking technology to interact with the community.
- Have contact information for other resources readily available.
- Youth trips to San Quentin to talk with inmates; fishing trips; other wilderness trips.
- Include success stories in newsletter.

Have you personally seen officers intermingle with the community?
Responses received to this question were both positive and negative. Some officers engage with individuals in the community, others do not.

- Foot patrol officers talking with community members, obtaining information.
  - Bicycle police engaging more with community than walking officers.
  - When approached, not very responsive or engaging.
  - Officers have introduced themselves, over several conversations, shared family pictures.
  - Officers at the high school football games, but not seeking out conversations with parents, school officials or others.

Exhibit D: Ingleside Police District Characteristics

Geographic Boundary, Neighborhoods, Sectors, BOS Districts

The Ingleside Police District encompasses the area south of Cesar Chavez Street to the San Mateo County line, and the area west of Highway 101 to Faxon Avenue. It covers 6.9 square miles, and is home to over 133,000 residents.[22]

The Ingleside Police District is home to all or most of Bernal Heights, Diamond Heights, Excelsior, Outer Mission, and Visitacion Valley, and parts of Noe Valley, Oceanview/Merced/Ingleside, and West of Twin Peaks.

It encompasses five supervisorial districts: District 7, District 8, District 9, District 10, and District 11, and covers zip codes 94110, 94112,

Figure D-1: Map of Ingleside District

94127, 94131, and 94134. The Ingleside Police District is also broken up into six police car sectors. Please refer to Page D-5 for neighborhood, supervisorial, zip code and sector maps. There maps have been designed with a grid for ease of reference.

There are over 25 parks, playgrounds, and recreation centers in the Ingleside Police District covering over 600 acres, including McLaren Park and Glen Canyon Park. There are 20 public schools, 12 private schools, and San Francisco City College in the district. The Holly Courts, Sunnydale, and Alemany Housing Authorities are located in the Ingleside Police District, as well as a branch of the Mission Neighborhood Health Center, the North East Medical Services, the St. Luke's Women Center, the Balboa Teen Health Center, and the Hawkins Village Teen Health Center.

Highways 101 and 280 run through the Ingleside Police District, as well as Muni 20 bus lines including the 9 San Bruno, 14 Mission, and T Third.

Demographic Data: Age, Sex, Race, Income, Education, Foreign Born, Language

Age and Sex

The age distribution in the Ingleside Police District is similar to that of the rest of San Francisco. Within the Ingleside, there is a much higher percentage of males between the ages of 15-24 (26%) than females of the same age (11%). There is a higher percentage of females in the 65 and over category (16%) than males in the same category (9%).

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[22] Census Bureau, 2000 Census

Figure D-2: Ingleside Residents by Age and Gender
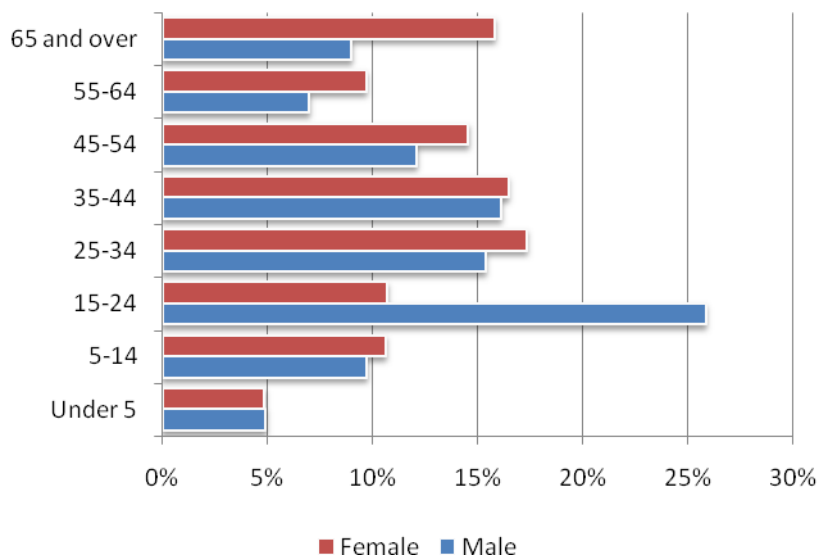
Source: 2000 US Census

Race

The racial makeup of the Ingleside Police District is very different than the rest of San Francisco. There are more Asians in the Ingleside (36%) than in San Francisco (31%), and fewer whites in the Ingleside (39%) than in San Francisco (50%).

Within the Ingleside Police District, the racial makeup of the different neighborhoods vary greatly. Noe Valley and Diamond Heights/Glen Park have a comparatively large white population (71% and 68%, respectively) and a low Asian population (12% and 15%, respectively). Visitacion Valley and OMI, on the other hand, have a relatively low white population (11%, 22%) and a high Asian population (51%, 54%). Visitacion Valley also has a much higher percentage of African Americans (19%) compared to the rest of the Ingleside.

Figure D-3: Race of Ingleside Residents
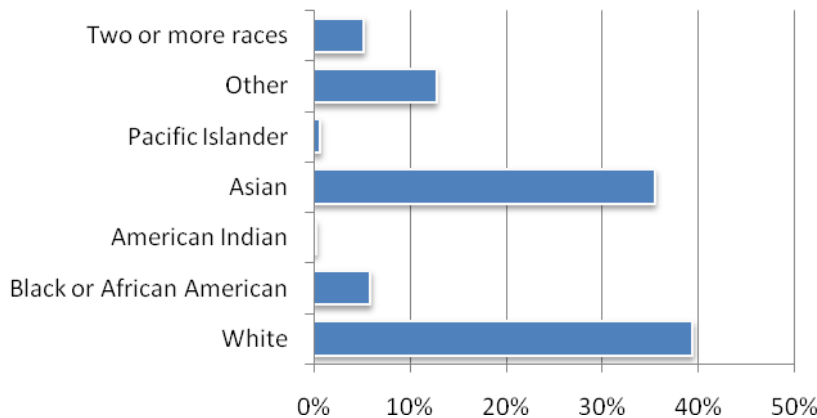
Source: 2000 US Census

Citizenship Status

The Ingleside Police District is very similar to the rest of San Francisco with regards to citizenship status, though the Ingleside has a slightly lower percentage of native citizens (56%) than the rest of San Francisco (63%).

Noe Valley and Diamond Heights/Glen Park both have high percentages of native citizens (80%, 82%), while OMI, Outer Mission, and Excelsior have relatively low percentages of native citizens (36%, 44%, 45%).

Figure D-4: Citizenship Status of Ingleside Residents

Source: 2000 US Census
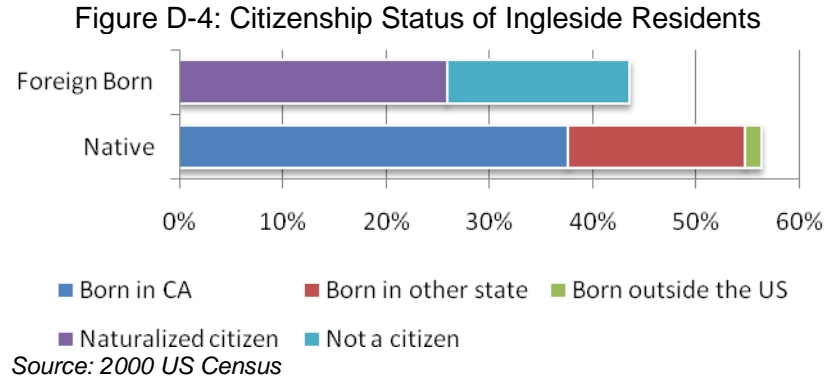
Education Level

The Ingleside Police District is overall less educated than the rest of San Francisco. In the Ingleside District, 34% of residents have a Bachelor's degree or higher; in San Francisco, 44% of residents have a Bachelor's degree or higher. 43% of residents in the Ingleside have no higher than a high school education, compared with 33% in the rest of San Francisco.

The education level of the different neighborhoods also varies greatly. Diamond Heights/Glen Park and Noe Valley have very high percentages of residents who have a Bachelor's degree or higher (58%, 64%), while the percentage in Visitacion Valley and Excelsior are low (16%, 21%).

Figure D-5: Education Level of Ingleside Residents

Source: 2000 US Census
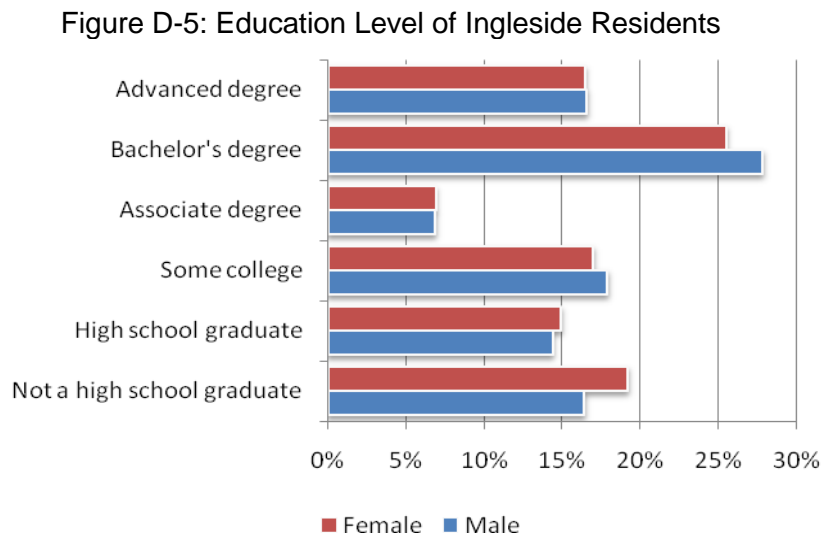
English Fluency

The Ingleside Police District has a low percentage of residents who speak English at home (43%) when compared to the rest of San Francisco (54%). The two most common categories after English speakers in the Ingleside are those who speak an Asian language (31%) and Spanish (22%). Within those groups, many consider themselves to be very good English speakers. Of the residents who speak an Asian language at home, 70% say that they speak English "well" or "very well;" of the residents who speak Spanish at home, 76% say that they speak English "well" or "very well."

Residents of Noe Valley and Diamond Heights/Glen Park are more likely to speak English at home (72%, 74%). In OMI, Excelsior, and Visitacion Valley, a smaller percentage of residents speak English at home (21%, 28%, 32%), and a much higher percentage speak an Asian language (48%, 40%, 51%).

Figure D-6: English Fluency of Ingleside Residents
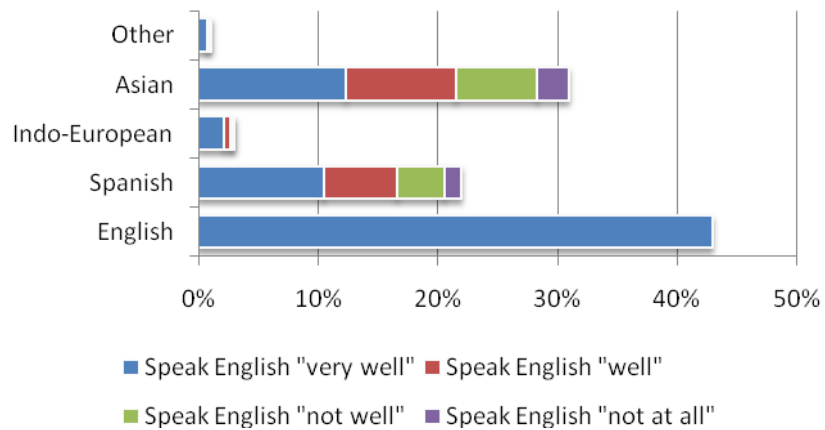
Source: 2000 US Census

Figure D-7: Ingleside Police District Reference Grid
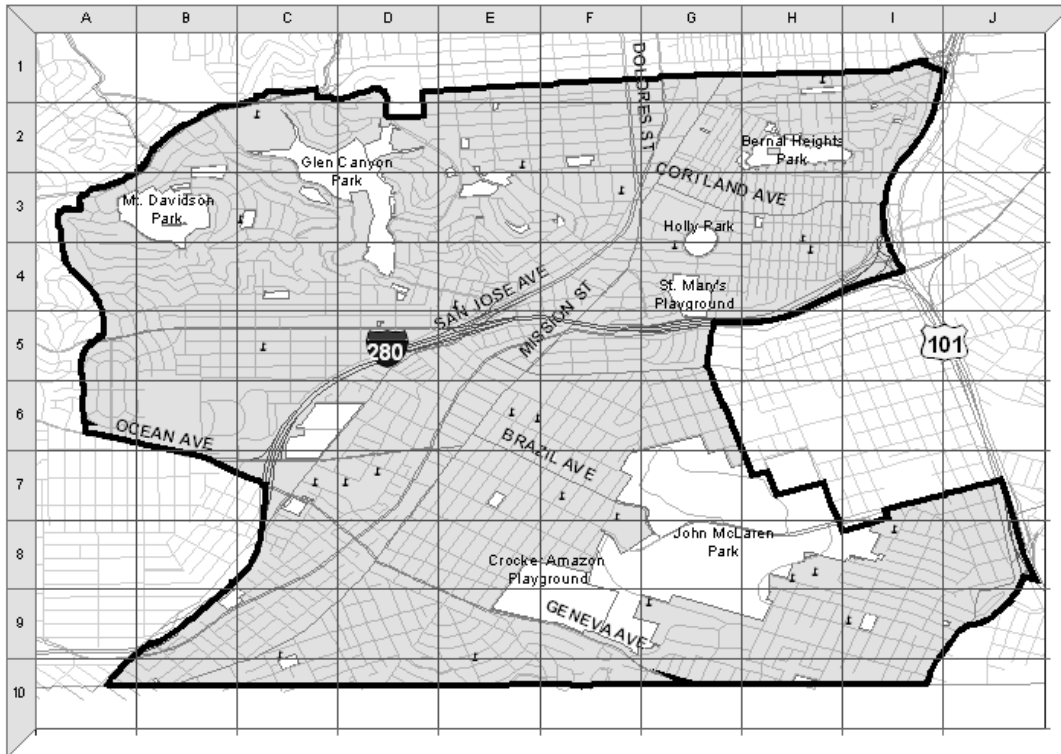
Figure D-8: Ingleside Police District Neighborhoods
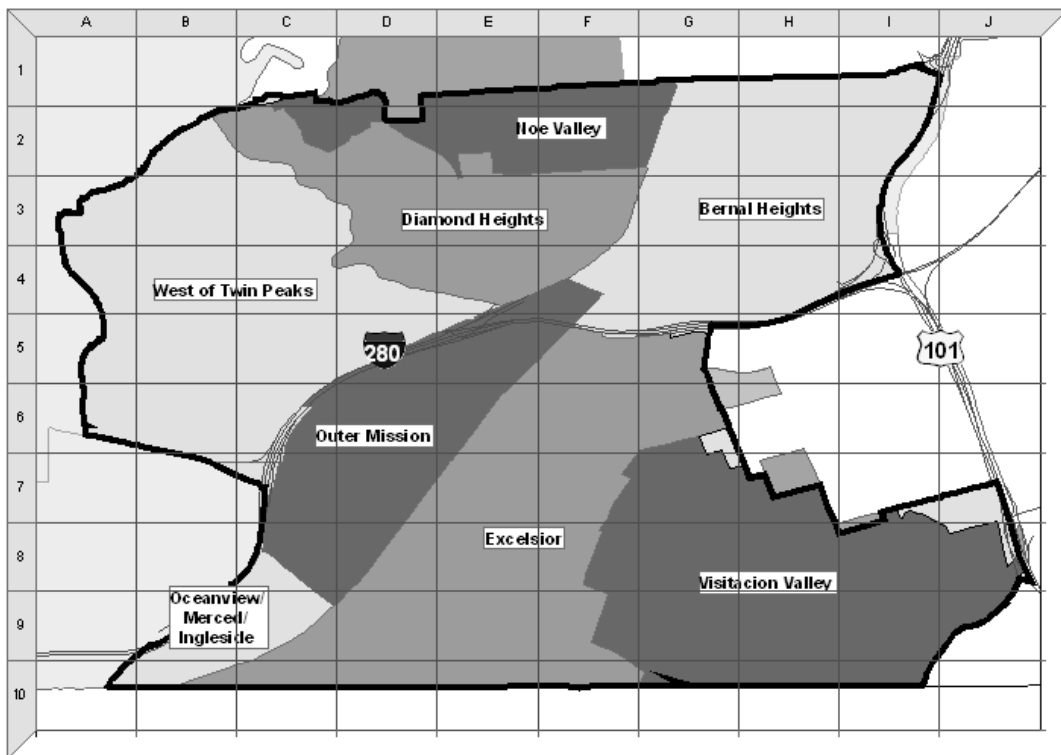
Note: while there are many more neighborhoods in the Ingleside, these neighborhood boundaries were provided by the Mayor's Office of Community Development.

Figure D-9: Ingleside Police District by Supervisorial District
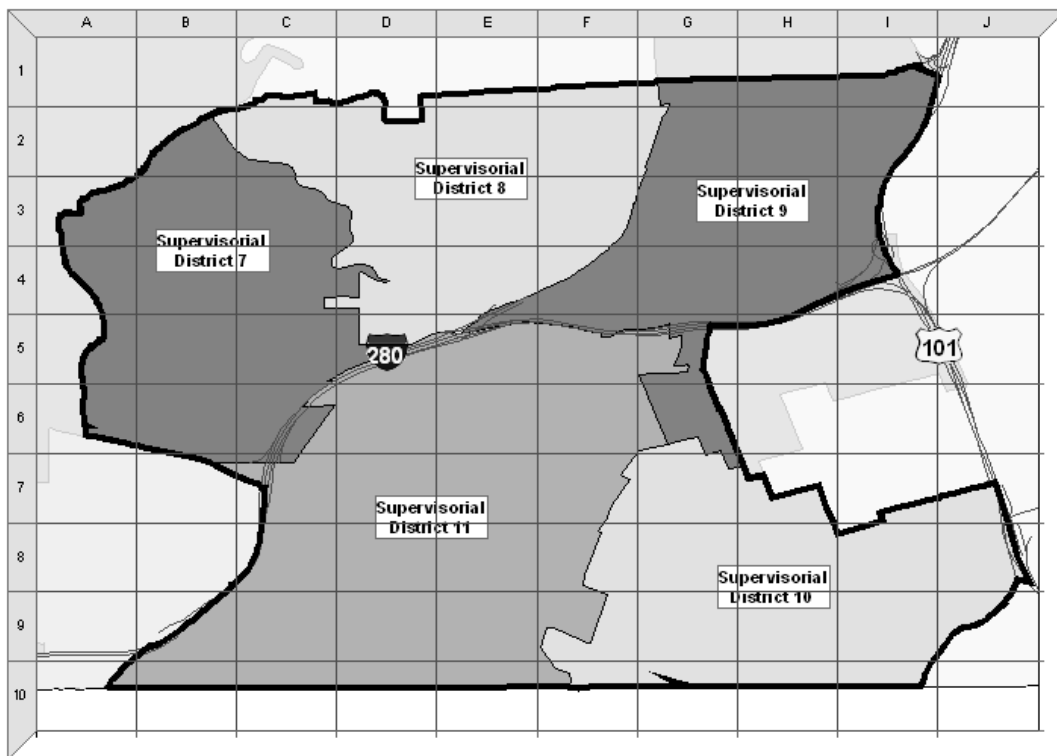
Figure D-10: Ingleside Police District by Zip Codes
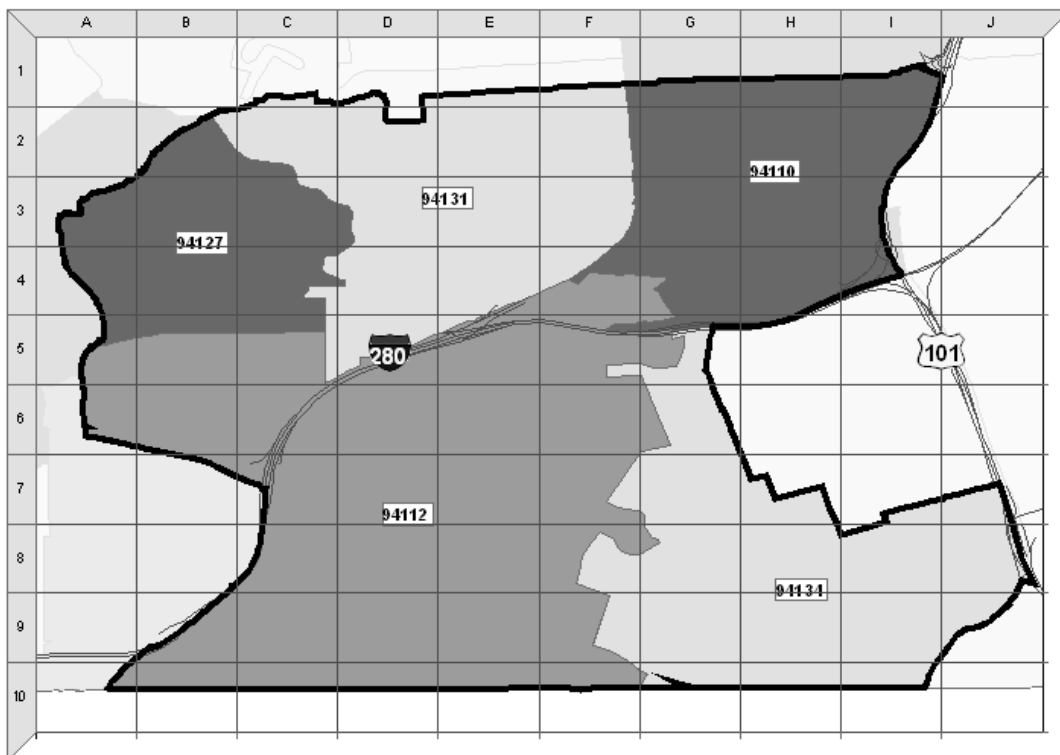
Figure D-11: Ingleside Police District Car Sectors
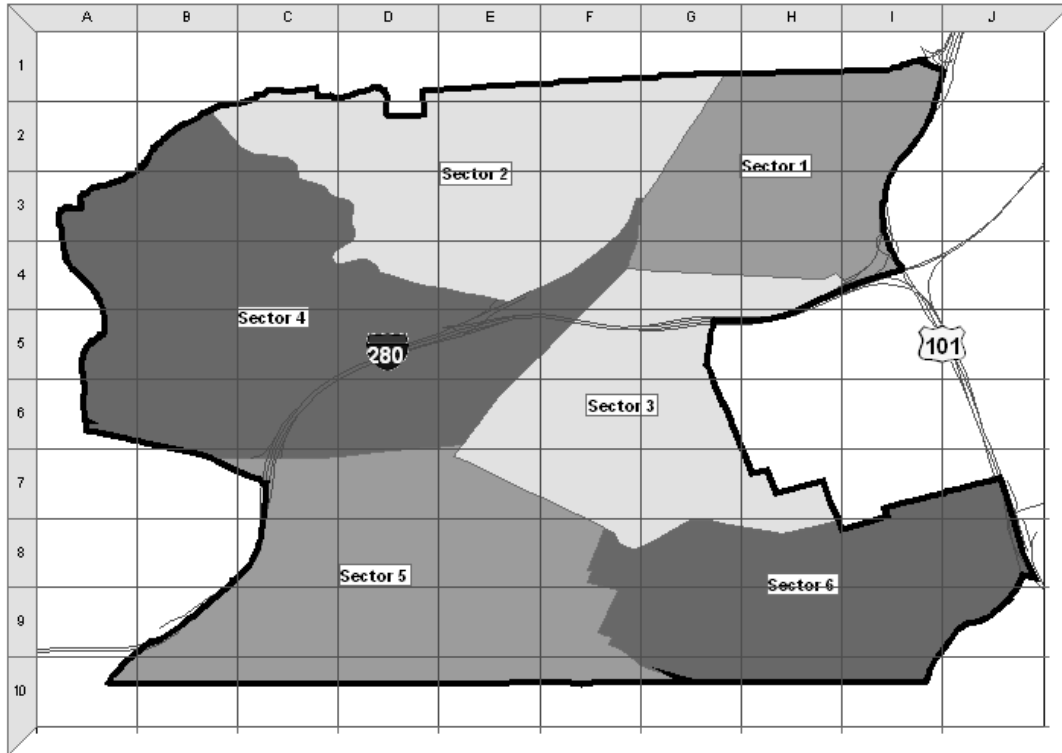
The demographic data presented in this section of the report is also organized by police sector and neighborhood in Figure D-12.

Figure D-12: Demographic Data by Police Sector and Neighborhood

AGE

	SF	Ingleside	Sector 39	Sector 40	Sector 41	Sector 42	Sector 43	Sector 44
Total	776733	133841	20509	17128	24203	23719	30291	17991
Male	395011 (51%)	66373 (50%)	10562 (51%)	8755 (51%)	11706 (48%)	11732 (49%)	14799 (49%)	8819 (49%)
Under 5	4%	6%	6%	4%	7%	5%	5%	8%
5-14	8%	11%	9%	7%	13%	11%	13%	15%
15-24	35%	31%	34%	31%	31%	26%	30%	31%
25-34	24%	18%	24%	23%	16%	17%	16%	14%
35-44	19%	19%	20%	22%	18%	19%	18%	17%
45-54	14%	14%	16%	17%	12%	17%	13%	11%
55-64	8%	8%	6%	10%	7%	10%	8%	9%
65 and over	11%	11%	9%	9%	11%	12%	12%	9%
Female	381722 (49%)	67468 (50%)	9947 (49%)	8373 (49%)	12497 (52%)	11987 (51%)	15492 (51%)	9172 (51%)
Under 5	4%	5%	4%	4%	5%	5%	5%	6%
5-14	8%	11%	9%	7%	12%	9%	11%	14%
15-24	11%	11%	10%	6%	12%	10%	11%	14%
25-34	22%	17%	22%	22%	16%	15%	16%	16%
35-44	16%	16%	18%	21%	15%	16%	15%	15%
45-54	13%	15%	16%	16%	13%	17%	13%	13%
55-64	9%	10%	8%	9%	9%	12%	11%	9%
65 and over	16%	16%	13%	14%	18%	17%	18%	14%

MARITAL STATUS

	SF	Total	Sector 39	Sector 40	Sector 41	Sector 42	Sector 43	Sector 44
Total:	682575	111943	17627	15254	19705	20239	24974	14144
Male:	346259 (51%)	54907 (49%)	8994 (51%)	7825 (51%)	9379 (48%)	9849 (49%)	12080 (48%)	6780 (48%)
Never married	50%	44%	49%	53%	42%	43%	38%	38%
Married	40%	48%	42%	37%	51%	47%	56%	56%
Widowed	2%	2%	2%	2%	2%	3%	1%	1%
Divorced	7%	6%	7%	8%	5%	7%	5%	6%
Female:	336316 (49%)	57036 (51%)	8633 (49%)	7429 (49%)	10326 (52%)	10390 (51%)	12894 (52%)	7364 (52%)
Never married	39%	32%	38%	40%	29%	31%	28%	33%
Married	41%	47%	40%	40%	51%	48%	53%	50%
Widowed	10%	10%	10%	8%	10%	11%	12%	11%
Divorced	10%	10%	13%	12%	10%	10%	8%	6%

RACE

	SF	Total	Sector 39	Sector 40	Sector 41	Sector 42	Sector 43	Sector 44
Total:	776733	133841	20509	17128	24203	23719	30291	17991
White alone	50%	39%	54%	70%	33%	52%	25%	11%
Black or African American alone	8%	6%	6%	5%	4%	3%	2%	19%
American Indian and Alaska Native alone	0%	0%	1%	0%	0%	0%	0%	0%
Asian alone	31%	36%	15%	14%	38%	33%	53%	51%
Native Hawaiian and Other Pacific Islander alone	0%	1%	0%	0%	1%	0%	1%	3%
Some other race alone	6%	13%	17%	6%	18%	7%	14%	12%
Two or more races	5%	5%	7%	5%	6%	5%	5%	3%

CITIZENSHIP STATUS

	SF	Total	Sector 39	Sector 40	Sector 41	Sector 42	Sector 43	Sector 44
Total:	776733	133841	20509	17128	24203	23719	30291	17991
Native:	491192 (63%)	75439 (56%)	13518 (66%)	13807 (81%)	11470 (47%)	15162 (64%)	12586 (42%)	8896 (49%)
Born in state of residence	55%	67%	58%	49%	77%	68%	79%	77%
Born in other state in the United States:	43%	30%	40%	49%	20%	31%	17%	19%
Born outside the United States:	3%	3%	2%	2%	2%	2%	5%	4%
Foreign born:	285541 (37%)	58402 (44%)	6991 (34%)	3321 (19%)	12733 (53%)	8557 (36%)	17705 (58%)	9095 (51%)
Naturalized citizen	57%	59%	50%	51%	60%	64%	62%	61%
Not a citizen	43%	41%	50%	49%	40%	36%	38%	39%

OWN VS. RENT

	SF	Total	Sector 39	Sector 40	Sector 41	Sector 42	Sector 43	Sector 44
Total:	329700	43708	7553	8273	6566	8670	8086	4560
Owner occupied	35%	63%	53%	54%	66%	76%	69%	59%
Renter occupied	65%	37%	47%	46%	34%	24%	31%	41%

RESIDENCE IN 1995 COMPARED TO NOW

	SF	Total	Sector 39	Sector 40	Sector 41	Sector 42	Sector 43	Sector 44
Total:	745650	126723	19471	16461	22730	22603	28672	16786
Same house	54%	63%	59%	59%	63%	68%	64%	62%
Different house, in SF	20%	20%	22%	18%	22%	16%	21%	23%
Different house, not in SF	26%	17%	19%	23%	15%	16%	15%	14%

EDUCATION LEVEL

	SF	Total	Sector 39	Sector 40	Sector 41	Sector 42	Sector 43	Sector 44
Total:	595805	96493	15574	14062	16489	17941	21114	11313
Male:	302270 (51%)	46673 (48%)	7922 (51%)	7170 (51%)	7658 (46%)	8730 (49%)	9965 (47%)	5228 (46%)
Not a high school graduate	17%	24%	20%	6%	32%	13%	31%	43%
High school graduate	13%	17%	15%	9%	24%	14%	21%	21%
Some college	17%	18%	16%	16%	18%	21%	20%	16%
Associate degree	5%	6%	7%	6%	5%	7%	7%	3%
Bachelor's degree	29%	23%	28%	37%	15%	28%	16%	13%
Master's/Professional/Doctorate degree	18%	12%	15%	27%	6%	17%	4%	4%
Female:	293535 (49%)	49820 (52%)	7652 (49%)	6892 (49%)	8831 (54%)	9211 (51%)	11149 (53%)	6085 (54%)
Not a high school graduate	21%	26%	21%	9%	33%	16%	33%	40%
High school graduate	14%	18%	14%	9%	21%	16%	22%	22%
Some college	16%	17%	15%	18%	16%	18%	16%	17%
Associate degree	6%	7%	7%	6%	6%	8%	6%	5%
Bachelor's degree	28%	21%	26%	32%	17%	25%	17%	11%
Master's/Professional/Doctorate degree	15%	12%	17%	26%	5%	17%	5%	4%

EMPLOYMENT STATUS

	SF	Total	Sector 39	Sector 40	Sector 41	Sector 42	Sector 43	Sector 44
Total:	676376	110426	17438	15127	19375	20062	24614	13810
Male:	342927 (51%)	54038 (49%)	8873 (51%)	7751 (51%)	9193 (47%)	9742 (49%)	11894 (48%)	6585 (48%)
In labor force:	71%	69%	74%	79%	64%	71%	63%	64%
Not in labor force:	29%	31%	26%	21%	36%	29%	37%	36%
Female:	333449 (49%)	56388 (51%)	8565 (49%)	7376 (49%)	10182 (53%)	10320 (51%)	12720 (52%)	7225 (52%)
In labor force:	61%	59%	66%	68%	54%	60%	57%	53%
Not in labor force	39%	41%	34%	32%	46%	40%	43%	47%

HOUSEHOLD INCOME

	SF	Total	Sector 39	Sector 40	Sector 41	Sector 42	Sector 43	Sector 44
Total:	329850	43618	7615	8276	6483	8670	8088	4486
Less than $25,000	23%	16%	17%	12%	19%	14%	15%	28%
$25,000 to $49,999	22%	23%	21%	18%	25%	20%	29%	23%
$50,000 to $74,999	18%	20%	20%	20%	22%	17%	20%	21%
$75,000 to $99,999	12%	15%	17%	14%	14%	17%	15%	13%
$100,000 to $124,999	8%	10%	9%	11%	8%	11%	10%	7%
$125,000 to $149,999	5%	6%	6%	6%	5%	8%	5%	3%
$150,000 or more	11%	10%	10%	18%	7%	13%	6%	4%

LANGUAGE SPOKEN AT HOME

	SF	Total	Sector 39	Sector 40	Sector 41	Sector 42	Sector 43	Sector 44
Total:	745650	126723	19471	16461	22730	22603	28672	16786
Speaks only English	54%	43%	52%	73%	31%	55%	26%	32%
Speaks Spanish	12%	22%	30%	12%	32%	13%	24%	15%
Speaks other Indo-European languages	7%	3%	3%	5%	2%	6%	2%	2%
Speaks Asian and Pacific Island languages	26%	31%	13%	9%	34%	25%	47%	51%
Speaks other languages	1%	1%	1%	1%	1%	1%	1%	0%

ENGLISH FLUENCY

	SF	Total	Sector 39	Sector 40	Sector 41	Sector 42	Sector 43	Sector 44
Total:	745650	126723	19471	16461	22730	22603	28672	16786
Speak only English	404571 (54%)	54726 (43%)	10221 (52%)	12022 (73%)	6996 (31%)	12520 (55%)	7516 (26%)	5451 (32%)
Speak Spanish:	89759 (12%)	27409 (22%)	5837 (30%)	1952 (12%)	7239 (32%)	3043 (13%)	6829 (24%)	2509 (15%)
Speak English "very well"	50%	48%	49%	68%	45%	48%	46%	43%
Speak English "well"	24%	28%	23%	25%	30%	30%	30%	29%
Speak English "not well"	19%	18%	20%	6%	18%	17%	19%	24%
Speak English "not at all"	7%	6%	9%	1%	7%	5%	6%	5%
Speak other Indo-European languages:	49788 (7%)	4254 (3%)	639 (3%)	882 (5%)	544 (2%)	1310 (6%)	574 (2%)	305 (2%)
Speak English "very well"	63%	73%	79%	78%	77%	67%	69%	65%
Speak English "well"	21%	17%	16%	11%	13%	21%	20%	19%
Speak English "not well"	13%	9%	3%	8%	5%	11%	9%	16%
Speak English "not at all"	3%	2%	1%	3%	4%	1%	2%	0%
Speak Asian and Pacific Island languages:	194584 (26%)	39318 (31%)	2546 (13%)	1463 (9%)	7642 (34%)	5599 (25%)	13587 (47%)	8481 (51%)
Speak English "very well"	38%	40%	54%	69%	37%	41%	41%	31%
Speak English "well"	27%	30%	22%	23%	31%	32%	29%	30%
Speak English "not well"	25%	22%	18%	7%	22%	20%	22%	27%
Speak English "not at all"	10%	8%	6%	1%	9%	7%	7%	12%
Speak other languages:	6948 (1%)	1016 (1%)	228 (1%)	142 (1%)	309 (1%)	131 (1%)	166 (1%)	40 (0%)
Speak English "very well"	66%	75%	75%	89%	74%	53%	78%	78%
Speak English "well"	25%	22%	20%	11%	26%	29%	22%	23%
Speak English "not well"	8%	3%	5%	0%	0%	18%	0%	0%
Speak English "not at all"	1%	0%	0%	0%	0%	0%	0%	0%

Source:2000 US Census

Exhibit E: Ingleside Station Personnel Survey Results

The Ingleside Police District administered the Personnel Survey in July of 2009. The survey included questions on job satisfaction, the management team, and the department's readiness to implement new strategies for crime prevention, and its working relationships with the community. In total, 136 of 153 personnel completed the survey, the majority of respondents (79 percent) work in sector patrol. The survey also included respondents working in foot beat (10 percent), the resource unit (6 percent), and administrative functions (6 percent).

Overall, respondents at Ingleside Police Station are satisfied with their jobs and management and most feel they have the necessary tools they need to be successful. A few key areas surfaced which need to be addressed to ensure success and buy-in for the Phase 1 implementation plan.

Questions were ranked by the percentage either agreeing or strongly agreeing to gauge a relative ranking. Figure E-33 shows that the following challenges surfaced:

- The community shouldering its share of the responsibility in maintaining public safety and developing solutions to community problems
- Data collection at each stage of problem solving
- Adequate training on problem solving techniques
- Rewarding officers for using SARA (Scanning, Analysis, Response and Assessment) a problem solving methodology.

Personnel
In total, 136 of 153 personnel completed the survey, the majority of which (79 percent) work in sector patrol. The survey also included respondents working in foot beat patrol (10 percent), the resource unit (6 percent), and administrative functions (6 percent).

Figure E-1

My assignment in the Ingleside Station is:		
Answer Options	**Response Percent**	**Response Count**
Sector patrol	78.6%	99
Foot beat patrol	9.5%	12
The Resource Unit	6.3%	8
Administrative	5.6%	7
answered question		**126**
no response		**10**

Tenure at Ingleside varies. The majority of respondents have worked at Ingleside for less than two years (53 percent). Forty-four of the 132 respondents (33 percent) worked at Ingleside for at least five years.

Figure E-2

I have been assigned to the Ingleside Station:		
Answer Options	**Response Percent**	**Response Count**
Less than six months	12.1%	16
Six months to two years	40.9%	54
More than two years but less than five years	13.6%	18
Five years or more but less than ten years	15.9%	21
Ten years or more	17.4%	23
answered question		**132**
no response		**4**

Job Satisfaction

Job satisfaction at Ingleside is high, with 79 percent of respondents report being satisfied with Ingleside as a place to work. About the same number of respondents (80 percent) feels their position offers them an opportunity to grow and learn professionally and just slightly less (75 percent) report that their job offers them the opportunity to accomplish something worthwhile. A few respondents stated that they would be more satisfied with their jobs if more training was offered.

Figure E-3

Taking everything into consideration I would say that I am satisfied with the Ingleside Station as a place to work.							
Answer Options	**Strongly Disagree**	**Disagree**	**Neither Disagree nor Agree**	**Agree**	**Strongly Agree**	**Rating Average**	**Response Count**
Rating	1	8	19	68	40	4.01	136
Rating Percent	1%	6%	14%	50%	29%		
						answered question	**136**
						no response	**0**

Figure E-4

My job offers me the opportunity to grow and learn professionally.							
Answer Options	**Strongly Disagree**	**Disagree**	**Neither Disagree nor Agree**	**Agree**	**Strongly Agree**	**Rating Average**	**Response Count**
Rating	1	9	17	78	31	3.95	136
Rating Percent	1%	7%	13%	57%	23%		
						answered question	**136**
						no response	**0**

Figure E-5

I am satisfied with the chances that I have to accomplish something worthwhile on the job.							
Answer Options	**Strongly Disagree**	**Disagree**	**Neither Disagree nor Agree**	**Agree**	**Strongly Agree**	**Rating Average**	**Response Count**
Rating	1	7	27	77	24	3.85	136
Rating Percent	1%	5%	20%	57%	18%		
						answered question	**136**
						no response	**0**

Goals

Sixty-eight percent of respondents feel that Ingleside's goals are clearly communicated. Fewer respondents (53 percent) believe that Ingleside is conducive towards reaching its goals. Comments concerning goals centered on not having enough patrol officers to fulfill core responsibilities. Also, some stated that they were unclear as to what the goals are.

Figure E-6

The goals of the Ingleside Station are clearly communicated.							
Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Rating	1	11	32	81	11	3.66	136
Rating Percent	1%	8%	24%	60%	8%		
						answered question	136
						no response	0

Figure E-7

The organization of the Ingleside Station is conducive to reaching its goals.							
Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Rating	0	21	44	58	13	3.46	136
Rating Percent	0%	15%	32%	43%	10%		
						answered question	136
						no response	0

Management

The majority of respondents (71 percent) feel that supervision at Ingleside is consistent, and 77 percent feel that the captain, lieutenants, and sergeants are open to change. A few feel that foot beat patrols are not held accountable.

Figure E-8

Supervision in the Ingleside Station is consistent (example of supervision: work expectations)							
Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Rating	6	16	17	67	30	3.73	136
Rating Percent	4%	12%	13%	49%	22%		
						answered question	136
						no response	0

Figure E-9

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
The Captain, Lieutenants and Sergeants of the Ingleside Station are open to change.							
Captain	1	1	25	60	46	4.12	133
Captain Percent	*1%*	*1%*	*19%*	*45%*	*35%*		
Lieutenants	1	5	28	67	27	3.89	128
Lieutenants Percent	*1%*	*4%*	*22%*	*52%*	*21%*		
Sergeants	1	0	27	70	29	3.99	127
Sergeants Percent	*1%*	*0%*	*21%*	*55%*	*23%*		
Total	3	6	80	197	102	4.00	388
Total Percent	*1%*	*2%*	*21%*	*51%*	*26%*		
					answered question		134
					no response		2

Resources and Work Structure

Fifty-eight percent of respondents feel that the structure of the work unit allows them to perform work efficiently and effectively. More respondents (65 percent) say that other work units offer assistance when needed. Most respondents (78 percent) feel they have the information they need to do their job. Far fewer (64 percent) feel they have timely community information.

Figure E-10

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
I feel that the structure of my work unit (for example, shift, problem solving team, foot beat assignment etc.) allows me to perform my work efficiently and effectively.							
Rating	7	25	25	67	12	3.38	136
Rating Percent	5%	18%	18%	49%	9%		
					answered question		136
					no response		0

Figure E-11

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Other work units in the Ingleside Station are helpful to my work unit whenever assistance is requested.							
Rating	0	15	32	63	26	3.74	136
Rating Percent	0%	11%	24%	46%	19%		
					answered question		136
					no response		0

Figure E-12

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
I have the information that I need to do a good job.							
Rating	1	7	22	93	13	3.81	136
Rating Percent	1%	5%	16%	68%	10%		
					answered question		136
					no response		0

Figure E-13

I have accurate and current community information (for example, locations of crimes and available city services).

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Rating	1	16	32	77	10	3.58	136
Rating Percent	1%	12%	24%	57%	7%		
					answered question		136
					no response		0

Problem Solving

Seventy-two percent of respondents say they typically respond to calls for service using a problem-solving approach. Only 29 percent of respondents say they regularly keep records of problem-solving efforts. Even fewer (21 percent) collect detailed data at each stage of problem solving. Half of respondents (50 percent) feel that they are given adequate time to develop problem solving strategies, and about the same (51 percent) feel they have received adequate training on problem solving strategies.

Figure E-14

I typically respond to calls for service using a problem-solving approach.

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Rating	1	11	26	75	23	3.79	136
Rating Percent	1%	8%	19%	55%	17%		
					answered question		136
					no response		0

Figure E-15

Ingleside Station members regularly keep general records on problem-solving efforts (for example, folders or database).

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Rating	6	24	67	35	4	3.05	136
Rating Percent	4%	18%	49%	26%	3%		
					answered question		136
					no response		0

Figure E-16

The Ingleside Station collects detailed data at each stage of problem solving.

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Rating	2	16	90	24	4	3.09	136
Rating Percent	1%	12%	66%	18%	3%		
					answered question		136
					no response		0

Figure E-17

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Ingleside Station supervisors and management allow officers time to develop effective problem-solving strategies.							
Rating	5	14	48	60	8	3.39	135
Rating Percent	4%	10%	36%	44%	6%		
					answered question		135
					no response		1

Figure E-18

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
The Department provides adequate training in problem-solving approaches at all ranks and functions.							
Rating	3	22	42	61	8	3.36	136
Rating Percent	2%	16%	31%	45%	6%		
					answered question		136
					no response		0

Figure E-19

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Special units or specific officers are the only members of the Ingleside Station who do problem solving.							
Rating	14	59	35	22	6	2.61	136
Rating Percent	10%	43%	26%	16%	4%		
					answered question		136
					no response		0

Figure E-20

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
The Ingleside Station only reacts when there is a request from the community.							
Rating	20	57	39	16	4	2.46	136
Rating Percent	15%	42%	29%	12%	3%		
					answered question		136
					no response		0

SARA

The majority of supervisors (65-66 percent) are supportive of each stage of SARA. Fewer department personnel (50-52 percent) are supportive of SARA. Very few respondents (20-21 percent) feel rewarded for using SARA.

Figure E-21

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
My supervisor is supportive of SARA (Scanning, Analysis, Response, Assessment).							
S (Scanning)	2	2	42	68	20	3.76	134
S (Scanning)	*1%*	*1%*	*31%*	*51%*	*15%*		
A (Analysis)	2	2	42	64	21	3.76	131
A (Analysis)	*2%*	*2%*	*32%*	*49%*	*16%*		
R (Response)	2	2	42	63	22	3.77	131
R (Response)	*2%*	*2%*	*32%*	*48%*	*17%*		
A (Assessment)	2	2	42	64	21	3.76	131
A (Assessment)	*2%*	*2%*	*32%*	*49%*	*16%*		
						answered question	**134**
						no response	**2**

Figure E-22

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Department personnel are supportive of SARA (Scanning, Analysis, Response, Assessment).							
S (Scanning)	2	8	56	55	13	3.51	134
S (Scanning)	*1%*	*6%*	*42%*	*41%*	*10%*		
A (Analysis)	2	8	54	55	13	3.52	132
A (Analysis)	*2%*	*6%*	*41%*	*42%*	*10%*		
R (Response)	2	7	57	51	15	3.53	132
R (Response)	*2%*	*5%*	*43%*	*39%*	*11%*		
A (Assessment)	2	8	55	53	14	3.52	132
A (Assessment)	*2%*	*6%*	*42%*	*40%*	*11%*		
						answered question	**134**
						no response	**2**

Figure E-23

Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Department personnel are rewarded for using SARA (Scanning, Analysis, Response, Assessment).							
S (Scanning)	16	29	62	24	4	2.79	135
S (Scanning)	*12%*	*21%*	*46%*	*18%*	*3%*		
A (Analysis)	15	29	62	23	4	2.79	133
A (Analysis)	*11%*	*22%*	*47%*	*17%*	*3%*		
R (Response)	15	29	62	23	4	2.79	133
R (Response)	*11%*	*22%*	*47%*	*17%*	*3%*		
A (Assessment)	15	29	62	23	4	2.79	133
A (Assessment)	*11%*	*22%*	*47%*	*17%*	*3%*		
						answered question	**135**
						no response	**1**

Community Engagement

The respondents perceive the most active community partners as individuals residing in the district (57 percent), while the local media received the lowest score (20 percent).

Figure E-24

Organizations or individuals from the following sectors are active community partners with the Ingleside Station: Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Government agencies who serve the	1	18	68	45	3	3.23	135
Government agencies who serve the	*1%*	*13%*	*50%*	*33%*	*2%*	*3.23*	
Non-profit or community-based	2	16	65	47	4	3.26	134
Non-profit or community-based	*1%*	*12%*	*49%*	*35%*	*3%*	*3.26*	
Businesses operating in the community	0	16	59	56	4	3.36	135
Businesses operating in the community	*0%*	*12%*	*44%*	*41%*	*3%*	*3.36*	
The local media	10	37	61	25	2	2.79	135
The local media	*7%*	*27%*	*45%*	*19%*	*1%*	*2.79*	
Individuals residing, working or	0	8	50	70	7	3.56	135
Individuals residing, working or	*0%*	*6%*	*37%*	*52%*	*5%*	*3.56*	
						answered question	**135**
						no response	**1**

Figure E-25

The following community partners are involved in solving problems: Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Government agencies	2	18	61	47	6	3.28	134
Government agencies	*1%*	*13%*	*46%*	*35%*	*4%*	*3.28*	
Community-based organizations	2	19	51	58	4	3.32	134
Community-based organizations	*1%*	*14%*	*38%*	*43%*	*3%*	*3.32*	
Local businesses	1	22	50	56	5	3.31	134
Local businesses	*1%*	*16%*	*37%*	*42%*	*4%*	*3.31*	
Individual community members	2	18	49	59	6	3.37	134
Individual community members	*1%*	*13%*	*37%*	*44%*	*4%*	*3.37*	
						answered question	**134**
						no response	**2**

The majority of respondents (74 percent) believe that the Ingleside Police Station consults with members of the community to find solutions to community problems, and 88 percent believe that Ingleside keeps the community informed about police activities. Very few (20 percent) believe that the community is held accountable for finding solutions to community problems.

Figure E-26

The Ingleside Station consults with community members for solutions to community problems. Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Rating	0	3	32	78	23	3.89	136
Rating Percent	0%	2%	24%	57%	17%		
						answered question	**136**
						no response	**0**

Figure E-27

The Ingleside Station keeps community members informed about police activities in the neighborhood.							
Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Rating	0	2	15	85	34	4.11	136
Rating Percent	0%	1%	11%	63%	25%		
					answered question		136
					no response		0

Figure E-28

The Ingleside Station makes contact with community leaders within my assignment to assess their priorities.							
Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Rating	1	2	50	66	17	3.71	136
Rating Percent	1%	1%	37%	49%	13%		
					answered question		136
					no response		0

Figure E-29

Community members are held accountable for developing solutions to community problems.							
Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Rating	10	25	73	22	5	2.90	135
Rating Percent	7%	19%	54%	16%	4%		
					answered question		135
					no response		1

Figure E-30

The community shoulders its share of the responsibility in maintaining public safety.							
Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Rating	12	49	41	30	4	2.74	136
Rating Percent	9%	36%	30%	22%	3%		
					answered question		136
					no response		0

Non-English Speakers
Sixty-four percent of respondents feel they are equipped to work with non-English speakers.
Some officers think that more officers with knowledge of Cantonese and Spanish are
needed.

Figure E-31

I am equipped to work with non-English speakers.							
Answer Options	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Rating Average	Response Count
Rating	0	21	29	73	13	3.57	136
Rating Percent	0%	15%	21%	54%	10%		
					answered question		136
					no response		0

Implementation Plan

Only 31 percent of respondents believe the Phase 1 District Station Implementation Plan will improve efforts to prevent and control crime, violence, and disorder problems.

Figure E-32

The Phase 1 District Station Implementation Plan will improve the Ingleside Station's efforts to prevent and control crime, violence and disorder problems.							
Answer Options	**Strongly Disagree**	**Disagree**	**Neither Disagree nor Agree**	**Agree**	**Strongly Agree**	**Rating Average**	**Response Count**
Rating	7	18	68	36	6	3.12	135
Rating Percent	5%	13%	50%	27%	4%		
						answered question	**135**
						no response	**1**

Figure E-33: SFPD Ingleside Police District Personnel Survey Rank

#	Question	Agree
16	Community members are held accountable for developing solutions to community problems.	20%
31	Department personnel are rewarded for using SARA (Scanning, Analysis, Response, Assessment).	20%
28	The Ingleside Station collects detailed data at each stage of problem solving.	21%
17	The community shoulders its share of the responsibility in maintaining public safety.	25%
25	Ingleside Station members regularly keep general records on problem-solving efforts (for example, folders or database).	29%
9	The Phase 1 District Station Implementation Plan will improve the Ingleside Station's efforts to prevent and control crime, violence and disorder problems.	31%
21	Organizations or individuals from the following sectors are active community partners with the Ingleside Station:	39%
22	The following community partners are involved in solving problems:	45%
26	Ingleside Station supervisors and management allow officers time to develop effective problem-solving strategies.	50%
23	The Department provides adequate training in problem-solving approaches at all ranks and functions.	51%
30	Department personnel are supportive of SARA (Scanning, Analysis, Response, Assessment).	51%
5	The organization of the Ingleside Station is conducive to reaching its goals.	52%
27	Special units or specific officers are the only members of the Ingleside Station who do problem solving.	54%
20	The Ingleside Station only reacts when there is a request from the community.	57%
6	I feel that the structure of my work unit (for example, shift, problem solving team, foot beat assignment etc.) allows me to perform my work efficiently and effectively.	58%
14	The Ingleside Station makes contact with community leaders within my assignment to assess their priorities.	61%
18	I am equipped to work with non-English speakers.	63%
19	I have accurate and current community information (for example, locations of crimes and available city services).	64%
29	My supervisor is supportive of SARA (Scanning, Analysis, Response, Assessment).	65%
7	Other work units in the Ingleside Station are helpful to my work unit whenever assistance is requested.	65%
1	The goals of the Ingleside Station are clearly communicated.	68%
2	Supervision in the Ingleside Station is consistent (examples of supervision: work expectations, treatment, application of policy, procedure and protocols).	71%
15	The Ingleside Station makes contact with a wide range of community members to assess their priorities.	71%
24	I typically respond to calls for service using a problem-solving approach.	72%
11	I am satisfied with the chances that I have to accomplish something worthwhile on the job.	74%
12	The Ingleside Station consults with community members for solutions to community problems.	74%
4	The Captain, Lieutenants and Sergeants of the Ingleside Station are open to change.	77%
8	I have the information that I need to do a good job.	78%
10	Taking everything into consideration I would say that I am satisfied with the Ingleside Station as a place to work.	79%
3	My job offers me the opportunity to grow and learn professionally.	80%
13	The Ingleside Station keeps community members informed about police activities in the neighborhood.	88%

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Exhibit F: Ingleside Problem Solving Process

The San Francisco Police Department
Problem Solving Process Proposal
As of September 2009

Each element of the District Problem Solving Process is described below.

1. Problem Nomination

The identification of potential problems can come from a variety of sources. A sector officer (or anyone else assigned to the district) may nominate a problem that is identified by a community member. Sector officers may nominate a problem through their own observations based on their daily patrol activities including responding to the same type of calls or to the same place or based on the "daily activity reports." Sector supervisors may nominate problems they identify through their interactions with their officers, with the community or from review of reports or other date. The crime analyst may nominate problems based on patterns detected concerning places, people, or frequent offenses or calls for service. Officers and supervisors assigned to the District Resources Section may nominate problems based on their observations, interactions with sector personnel, through contact with various segments of the community or through review of reports and date. The Captain of the Station may nominate problems based on his observations or interactions with various community groups and organizations.

Those who nominate a problem for consideration must complete a Problem Nomination Form (PNF, attached) describing what they know about the problem on a preliminary basis. The nominator should address each element of the problem based on what they know on a preliminary basis. Sergeants should provide guidance and assistance to those under their supervision in completing the Problem Nomination Form.

2. Problem Nomination Form Submittal Process

Once the PNF has been completed, it shall be submitted to the Resource Unit (RU) Lieutenant through the following chain of command sequence. Sector Officers shall submit the PNF to their Sector Sergeant, who shall forward it to their Sector Lieutenant. The Sector Lieutenant shall then forward the PNF to the RU Lieutenant. The Captain, Crime Analyst or any member of the Resource Section shall submit the PNF directly to the RU Lieutenant.

3. Initial PNF Review

Once the RU Lieutenant receives the PNF, he shall perform a preliminary review. Not all nominations rise to the level of a Problem based on its definition or require a comprehensive analysis to solve. The Lieutenant will mark the PNF as an Issue or as a Problem based on the current data available and forward it to the Intake Officer.

4. Issue Procedure

If the nomination is determined to be an Issue, it will be marked as such and forwarded to the Intake Officer. The Intake Officer will log the nomination and complete an Issue Intake Form (IIF). The Intake Officer will then forward the IIF to a Sector Lieutenant, describing the nomination as an Issue and requesting that it be handled by the directive of the Captain. The IIF will include instructions, and a due date to be returned to the Captain. The Intake Officer will also provide preliminary background info on the Issue gathered from appropriate sources (CAD's and/or discussions with the nominator).

The Sector Lieutenant will assign the Issue to a Sector Sergeant, who in turn will assign it to the appropriate Sector Officers. Once handled by the Sector Officers, they shall return the Issue back up the chain of command to the Captain. The Captain will determine if the Issue was satisfactorily handled. If so, the Issue will be formally closed. If not, he will route it back to the Sector Lieutenant with further directions to handle.

5. Problem Procedure
If the nomination is determined to be a Problem, it will be marked as such and forwarded to the Intake Officer. The Intake Officer will log the nomination and complete a Problem Intake Form (PIF), which will include the SARA roadmap. The Intake Officer will complete the Scan portion of the SARA process using the information gathered in the PNF. The Intake Officer may also include additional information if the PNF was lacking in specific details (CAD records, further discussions with nominator, etc.). The Intake Officer will forward the PIF to the RU Sergeant, who will assign the Analysis of the Problem to the appropriate Officers in the Problem Solving Team (PST).

Members of the PST will perform an Analysis of the Problem and document the results using the Analysis portion of the SARA process. The Analysis may include working with the Crime Analyst to gather crucial data regarding the problem, as well as meeting with neighborhood residents and visiting the site of the Problem. Once complete, PST members will write an Analysis summary and forward it to the RU Sergeant and Lieutenant.

6. Analysis Review
As a result of the Analysis, the Problem may be downgraded to an Issue and sent to a Sector Lieutenant to handle as described in Step 4. It may also be possible that by simply performing an Analysis, a Problem may resolve itself or go away. In this case, the Problem will be formally closed with approval of the Captain. If it is determined the potential benefits of solving the problem are good, the Problem will be forwarded to the Problem Analysis Committee (PAC) for a "full work up."

7. PAC Review and Full Work Up
The PAC will review the Analysis of the Problem to make sure that it is as complete as possible and still demonstrates that a solution is likely to have a positive impact on the crime or disorder problem and on community concerns. If given a "Go", the PAC will perform a full work up, including the development of a customized Response and Assessment plan for the Problem. The PAC will also assign a Case Manager, which will most often be a Sector Lieutenant.

8. Resource Unit Lieutenant Finalizes Implementation Details
Once a "Go" decision has been reached and operation owners selected, the RU Lieutenant will work together with the Case Manager to create a scheduling and logistics plan. This plan will include the district personnel that will work on the problem operation, their schedule and the level of effort to be devoted to the operation. This problem operation plan will include the level of commitment and effort expected by Sector Officers as well as PST Officers. The RU Lieutenant will also work with the Sector Lieutenant to assign a separate group of Sector Officers to perform an Assessment once the Response is finished.

9. Problem Downgrade by PAC
A "No Go" given by the PAC will mean that they have determined the Problem does not merit a full work up and it may be downgraded to an Issue. The Issue will then be forwarded

to the Sector Lieutenant as described in Step 4. Another option is that the Problem is not necessarily a police issue and should not be handled by the SFPD. In this case, the Problem will be forwarded to an outside agency, who is more adequately suited to handling the Problem.

10. Problem Operation Begins

Once the RU Lieutenant issues the implementation, scheduling and logistics plan, it will be handed to the Case Manager and owners to begin operations. Typically, operation owners will be chosen so that their work schedules most closely match the most prevalent time and days the Problem is occurring. The Case Manager and owners will be responsible to see that the Problem Response is implemented as described in the approved Problem full work up. They will also be responsible for handing off Problem operations to another Lieutenant/Sergeant during their days off. Additionally, on their return, they will be responsible for scheduling a debriefing by those whom they handed the problem to during their absence. Sector and RU Lieutenants and Sergeants will closely monitor the operations and activities of the plan to ensure that full implementation takes place and to provide guidance. Once complete, owners will complete the Response portion of the SARA process and forward it to the PAC.
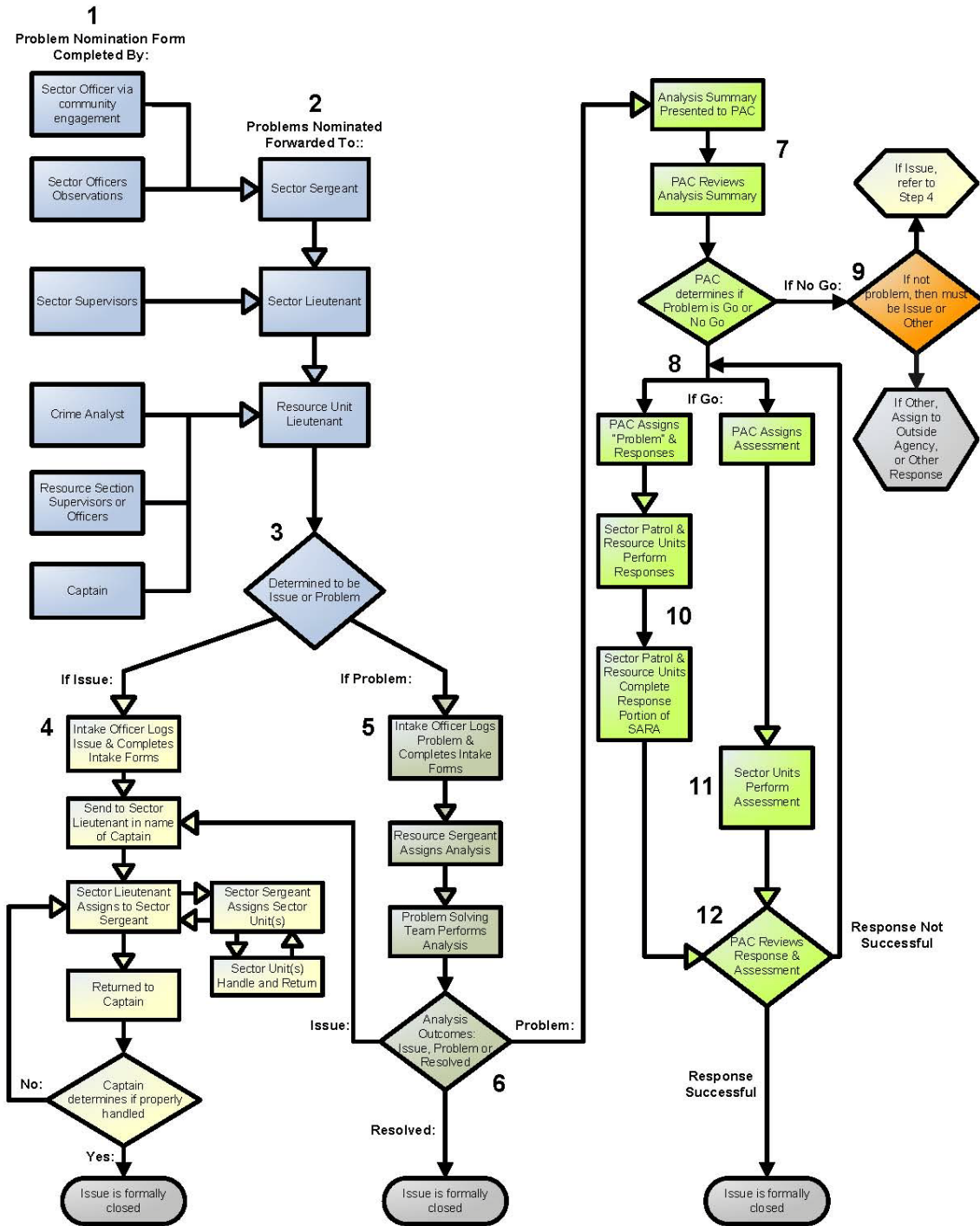
11. Assessment

Upon completion of the Response portion by the owners of the Problem, a separate group of Sector Officers will complete a rigorous Assessment. The results will be documented in the Assessment portion of the SARA process and sent to the PAC for review.

12. PAC Assesses Level of Success

The activities and the results of the operation will be reviewed by the PAC, especially by the district Captain and the RU Lieutenant. The Crime Analyst will also provide feedback to the PAC regarding the operation activities and results. If the PAC determines the operation was a success, the Problem shall be formally closed. If the PAC determines that some or all of the operation was not successful, the Problem shall be reviewed again and further responsibilities assigned.

Figure F-1: The SFPD Problem Solving Process Proposal, September 2009

Exhibit G: Recent Studies of the SFPD

The following reports can be downloaded from the San Francisco Police Department's website. Please go to http://www.sf-police.org/index.aspx?page=1579

1. Organizational Assessment (Police Executive Research Forum, 2008)

2. District Station Boundaries Analysis (Public Safety Strategies Group, 2008)

3. Foot Patrol Evaluation (Public Safety Strategies Group, 2008)

4. The San Francisco Community Safety Camera Program (CITRIS, 2008)

5. Community Police Advisory Committee Report (Mayor's Office of Criminal Justice, 2008)

6. Information Technology Strategic Plan (Gartner, 2007)

7. Fair and Impartial Policing Study (Lorie Fridell, 2007)

8. Community Peace Plan (AACPRB & Latino-Asian/Pacific Islander Coalition)