

District Station Boundary Analysis Report



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Submitted to:
City and County of San Francisco - Controller's Office

Submitted by:
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A. Executive Summary

The San Francisco Police Department (SFPD) and Controller's Office (Controller) issued a Request for Proposals in 2013 to analyze the police district boundary lines. The drivers for the project included:

- The City began the construction of a new Southern District Police Station that will open in 2015, placing the station in the footprint of the current Bayview District.
- Anticipated population and commercial growth throughout the City.
- Imbalanced SFPD workload between the police districts.
- Board of Supervisors (BOS) legislation requires a district station boundary analysis study every 10 years.

The project began in April 2014 and culminated in the selection of the proposed district boundary maps in November 2014.

The project used a data driven approach to evaluate district boundary line changes based on calls for service (CAD) and incidents (CABLE) between districts, neighborhood lines, supervisorial lines, operational considerations, and response times that could be achieved in the short-term, given facility and information technology constraints.

The process included interviews with SFPD personnel by PSSG personnel, and review of SFPD data, demographic, socioeconomic, transportation, and community infrastructure data by command staff members and representative district captains acting as a Working Group. The Working Group presented maps to a Steering Committee that consisted of the Controller, Police Chief, and a Deputy Director from the Department of Emergency Management. The figure below shows the key elements of the process.

The project used a multi-tiered structure to ensure the engagement of city stakeholders as shown below.



In addition, the project operated using a systematic analysis process depicted in the graphic below.

Analysis Process Overview

Obtain Stakeholder Feedback	Assess Distribution of Workload between Districts	Align Boundaries to Meet Service Goals	Incorporate other City Features	Select Maps
<p>Convene Working Group</p> <p>Interview the following groups:</p> <ul style="list-style-type: none"> District Personnel Command Staff Specialized Units Other City Departments 	<p>Calls for Service (CFS)</p> <p>Citations</p> <p>Incidents</p> <p>Special Events</p> <p>Other factors</p>	<p>Workload distribution</p> <p>Response times</p> <p>Other policing goals</p>	<p>Socioeconomic data</p> <p>Housing</p> <p>Landmarks</p> <p>Neighborhoods</p> <p>Supervisory districts</p> <p>Other key geographic or political features</p>	<p>Working Group Ranks Maps</p> <p>Steering Committee Selects Final Map</p>

The map selection process entailed PSSG creating 30 maps based on suggested line changes from the interviews with SFPD personnel. The Working Group evaluated the maps based on key data, including calls for service, incidents, population, housing expansion, area covered by each districts along with the key infrastructure located in the districts such as schools, alcohol outlets, senior centers, health care facilities, public housing, Single Resident Occupancy hotels (SRO's), and senior centers. In addition, the Working Group discussed and considered such variables as collision locations, gang locations, response times, and other variables that impact police response. After considering all information, the Working Group selected four proposed maps to the Steering Committee and the Chief selected the final map to present to the Police Commission.

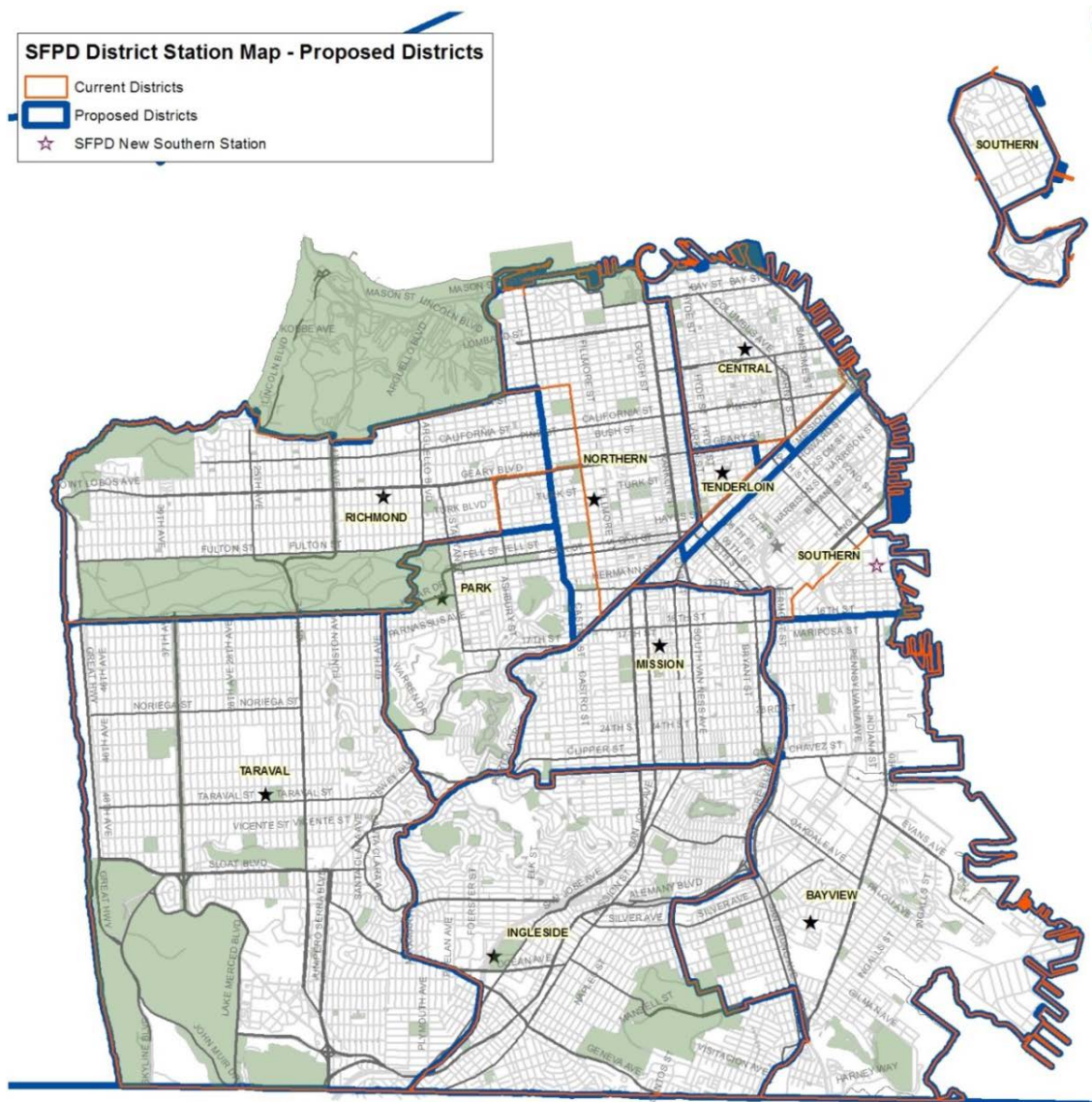
The final proposed district boundary line changes include the following.

- Sets the southern border for the new Southern Station at 16th Street.
- Expands the Tenderloin District to extend south of Market Street.
- Expands the Central District to include Justin Herman Plaza and the area just south of Union Square, which is the location of many of the major retailers in the area.
- Expands the Northern District to include housing in the Western Addition, just west of the Northern Station, by moving the border west from Steiner Street to Divisadero Street at its northern point on Broadway Street to its new southern point on Market Street.
- Expands the Richmond District's southern boundary at Masonic Avenue along Fulton Street and Geary Street to the eastern border of Divisadero Street.
- Decreases the footprint of the Park District, by eliminating the section of the current district between Masonic Avenue - along Geary Street and Fulton Street - to Divisadero Street.

These changes, presented to the Police Commission on December 10, 2014 by PSSG and the SFPD will be evaluated by the Police Commission and open for a 90-day public comment period prior to the adoption of the line changes.

The map below shows the proposed district boundary line changes as compared to the current district boundary lines. The station locations are depicted with black stars, with the exception of the new Southern Station, which is shown with a star outlined in purple, and the current Southern Station is shown with a gray star.

Proposed and Current District Station Boundary Lines



The next section of the report, the Project Overview, describes the project drivers, project objectives, project inputs, and project organization.

B. Project Overview

This section of the report provides an overview of the project, the project drivers, project objectives, project inputs, project organization, stakeholder engagement, and the overall analysis methodology.

In October 2013, the City Services Auditor of the San Francisco Controller's Office (Controller) in collaboration with the San Francisco Police Department (SFPD) issued a Request for Proposal for a consulting firm to provide interactive maps, data analysis, and a data-driven assessment to develop restructuring options for the SFPD to consider for realigning its police district boundaries. In December 2013, the Controller's Office selected the Public Safety Strategies Group (PSSG) to conduct the study.

The project's primary goal directed PSSG to establish redistricting objectives and criteria in consultation with key City stakeholders, in order to drive data collection and analysis. PSSG provided the project Steering Committee, which consisted of the executive project sponsors - the Chief of Police (Chief) and the City Controller, along with the Director of the Department of Emergency Management, Division of Emergency Communications - preferred recommendations for district boundary line changes based on the data-driven assessment and key city stakeholder input.

PSSG received input from a variety of city stakeholders, then created maps and corresponding data for review by the Working Group (comprised of SFPD command staff, captains, SFPD IT and Department of Emergency Management (DEM)). The Working Group considered each map and then requested modifications before selecting four maps to provide to the Steering Committee (later described in the Project Organization section) review and discussion. After the Steering Committee's meeting, the Chief reviewed the suggested maps and then requested revisions to create the final map for recommendation to the Police Commission.

Project Drivers

The SFPD completed a redistricting project in 2007 to comply with Board of Supervisors (BOS) legislation¹, which requires a district station boundary study to take place every ten years. The current study, while following the methodology prescribed in the legislation, addressed other significant factors, as listed below.

- The City of San Francisco (City) is in the process of building a new Southern Police Station and police headquarters in the footprint of the Bayview Police District. The Southern Station will move from the current location on Bryant Street to 1251 3rd Street in early 2015, which requires the City to create new district boundary lines for the Southern Station.

¹ The San Francisco Board of Supervisors enacted legislation in 2006 that mandated a police district boundary analysis occur every ten years (Added by Ord. 243-6, File No. 060795, App. 10/4/2006). A copy of the legislation appears as Attachment A.

- The City predicts a significant amount of residential, commercial, and transportation developments that will impact the eastern and southern areas in the City.
- The number of calls for service and incidents currently varies across police districts and sectors creating an imbalanced workload within the patrol division.

Given that the SFPD completed this study within the ten year time period mandated in the legislation, it will not have to conduct another study until 2024.

Project Objectives

The objective of this study was to develop data-driven, boundary restructuring options to realign boundaries to achieve the following:

- Consider workload parity across the districts (e.g., the number of calls for service)
- Preserve neighborhoods and constructed and natural boundaries
- Adjust for district specific operational considerations
- Minimize response time, if possible
- Consider alignment with political boundaries
- Allow for short-term implementation given facility and information technology (IT) constraints

Project Inputs

The success of this project required significant input from several city agencies along with various units within the police department, including:

- The SFPD, which provided raw data on department staffing, calls for service, response times, incident types, along with unique district operational considerations
- The SFPD personnel, who provided suggestions for single line changes² based on operational concerns that PSSG then used to create mapping options
- The Department of Emergency Management, which provided guidance regarding district maps, sectors, plot configurations, and technical concerns for dispatch implementation
- The San Francisco Planning Department (SF Planning), which provided information related to future developments and changes planned to city infrastructure, housing, and commercial developments
- The Department of Public Works, which provided information on potential options for increasing staffing capacity at some stations
- The Controller's Office, which provided project oversight and general coordination services

² Streets in the City serve as boundaries between one police district and another. Line changes refer to street locations other than the current street locations to which City stakeholders suggested moving the district boundary lines.

PSSG's role was to gather, organize, and synthesize this information and create maps and data charts to facilitate conversations within the Working Group as they evaluated district boundary line changes and selected options for consideration by the Steering Committee.

Project Organization

The project used a multi-tiered structure to manage the project and include city stakeholder engagement.

City's Team

- The City's Team consisted of a project manager and analyst from the Controller's Office and a captain from the SFPD.
- The role of the City's Team was to provide management and administration services for the project.

Focus Groups

- One Focus Group consisted of internal SFPD stakeholders and a second consisted of stakeholders from other city departments.
- The roles of the Focus Group participants ranged from providing suggestions for potential line changes and providing insight on potential complications from line changes to discussing the impact of facility changes, housing developments, and commercial growth on policing services.
- Members of the Focus Groups met individually with the PSSG team to provide line change suggestions and ranking of variables which the Working Group used to inform line changes.

Working Group

- The Working Group consisted of command staff members (one deputy chief and two commanders) and representative district captains (five) from the SFPD, selected by the Chief.
- The Working Group's role was to review a variety of potential district boundary line changes and consider the impact on key variables (such as calls for service, crime incidents, population, land area, and housing and infrastructure).
- Representatives from SFPD IT and DEM received updates on the results of each of the meetings of the Working Group in order to point out any potential issues the line changes could have on their respective divisions.
- Each member of the Working Group met individually with the PSSG team to discuss their impressions of the current district boundary lines and what modifications would enhance police services.
- The Working Group then met collectively during a series of meetings to discuss potential changes and provided feedback on boundary line changes.

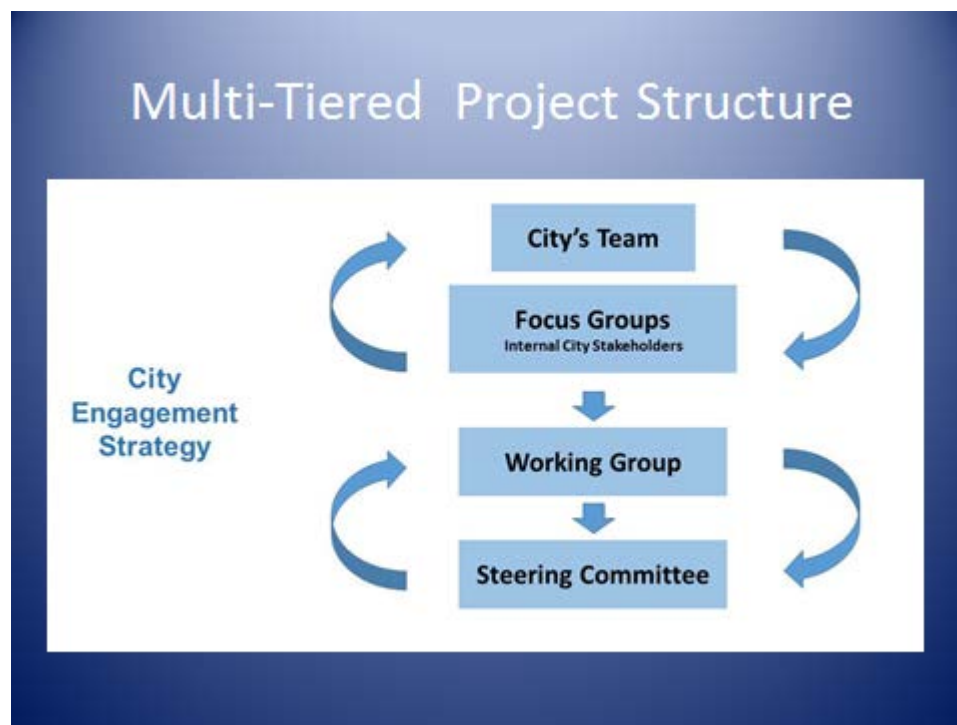
- The Working Group collaborated with PSSG to review maps and data and then discussed the positive and negative aspects of each suggested change before voting on the final maps to provide to the Steering Committee.

Steering Committee

- The Steering Committee consisted of the executive project sponsors (Controller and SFPD Chief), and the DEM Deputy Director, Division of Emergency Management.
- The Steering Committee met twice during the project to review Working Group progress and discuss findings.
- During the first meeting with the Steering Committee, PSSG reviewed the scope of the project, project timeline, organization of the Working Group, and the overall methodology.
- During the second meeting, PSSG reviewed the process used by the Working Group to narrow the selection from more than 30 maps to the four presented to the Steering Committee and discussed the impact the proposed district boundary line changes would have on each district.
- The Steering Committee reviewed and discussed each map, then deferred final selection to the Chief.

The figure below shows how information flowed from the City's Team to the various city stakeholder groups and then back to the City's Team.

Figure 1: Stakeholder Engagement Strategy

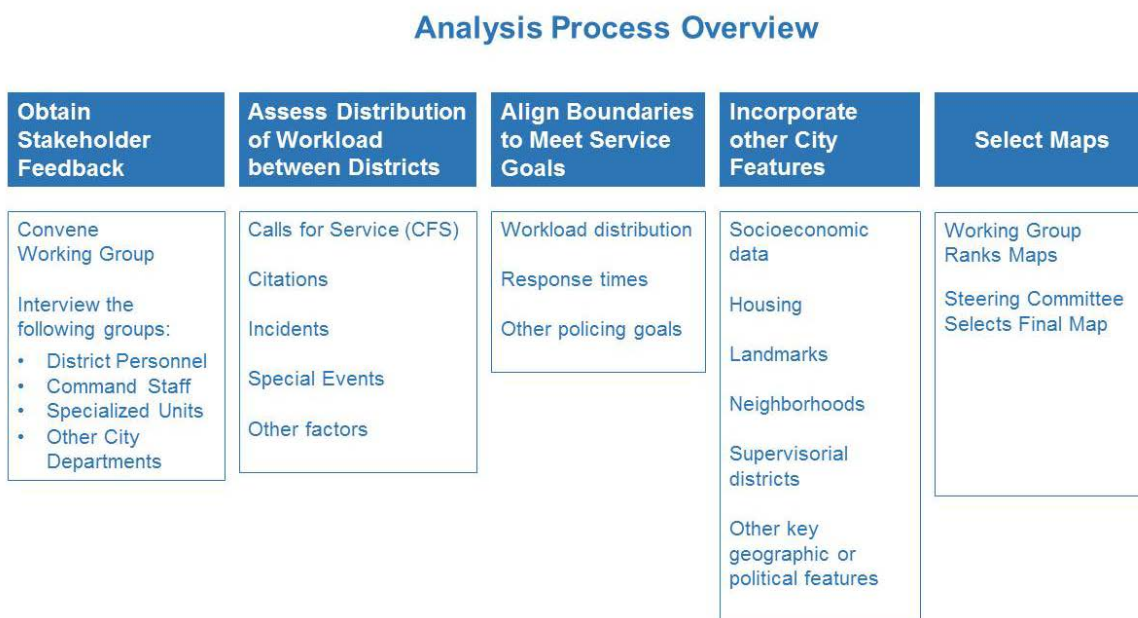


Analysis Methodology

The figure below depicts the general process for the analysis of the district boundaries. The Chief determined the members of the Working Group who would participate in meetings and provide feedback on the process. PSSG met with the Working Group five times and the Steering Committee twice during the course of the project, and interviewed all designated command staff members, specialized units, district captains, and eight officers at each of the district stations.

The graphic below shows the systematic analysis process used during the project.

Figure 2: Analysis Process Overview



Details of the process appear in the Methodology Section on the next page.

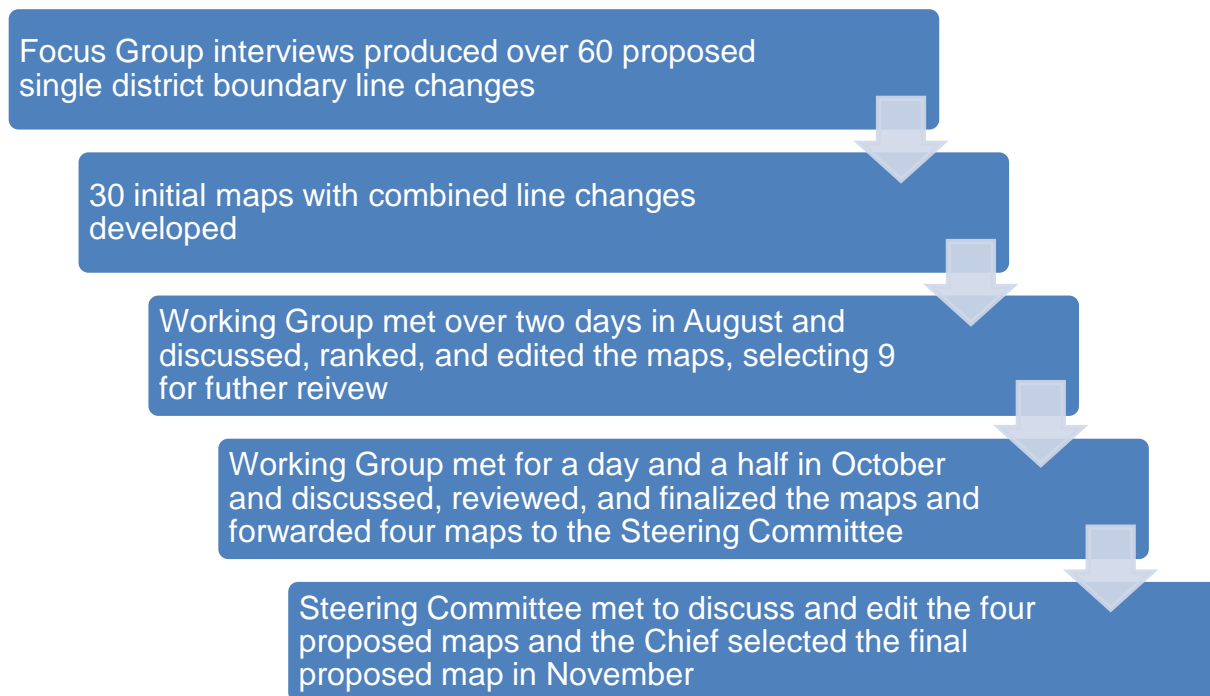
C. Project Methodology

As described previously, the SFPD named a Working Group and the executive project sponsors created the City's Team which consists of a Controller's Office project manager and analyst along with a captain from the SFPD. These two groups provided continual input to the process. Together with PSSG, the groups agreed upon a timeline and strategy to determine the new boundary lines for the districts. This section will provide information on the key project milestones and the way in which PSSG, the City's Team, and the Working Group used available data to make the best-informed decisions. Also contributing to the process were internal SFPD stakeholders (district officers, specialized unit representatives, support services) and external stakeholders (other city departments such as Department of Public Works (DPW), SF Planning Department, Treasure Island Development Authority, etc. and leaders of initiatives such as HOPE SF³).

Project Process, Timeline and Key Milestones

The figure below shows the high level process from interviews to map selection which will be explained in subsequent sections of the report.

Figure 3: Overall Project Process



³ The HOPE SF initiative seeks to transform eight of San Francisco's most distressed public housing sites into vibrant, thriving communities through holistic revitalization.

The following list shows the overall timeline and key project milestones.

Table 1: Project Milestones

Month	Milestone
October 2013	City selected PSSG as the vendor to work with the City's Team and SFPD to conduct the District Station Boundary Analysis
February 2014	The City's Team and PSSG met to develop the statement of work for the project
April 2014	PSSG conducts interviews with City stakeholders and the Working Group
May 2014	PSSG met with the Working Group and Steering Committee to review the project scope, data requests and review the process
June 2014	SFPD Data Received by PSSG
July 2014	PSSG completed initial mapping showing single line changes as suggested during interviews with SFPD personnel and developed 96 crime maps showing the locations and density of the calls for service and incidents across the City
August 2014	PSSG met with the Working Group for two days to review 30 citywide maps with a variety of district boundary line changes and corresponding data for potential district boundary line changes, then selected nine maps for further review
October 2014	The Working Group met to review and revise nine maps and then selected four maps to forward to the Steering Committee. The Steering Committee met to review, discuss, and edit the final four maps and the Chief selected the final proposed map
November 2014	The Chief submitted revisions to the selected map creating the proposed map for review by the Police Commission
December 2014	Police Commission Meeting – Review of Proposed Map
December 2014 - March 2015	Public Comment/Feedback

The next section provides a summary of the SFPD interviews conducted by PSSG in April 2014.

SFPD Interview Summary

In addition to the command staff, specialized units, and district captains, PSSG interviewed a cross-section of the district personnel allowing for a broad range of input into the process.

During the interviews, PSSG shared the project drivers, objectives, basic project components, reviewed the data elements, and provided interviewees the opportunity to rank data in order of importance to the interviewee. PSSG then compiled the completed ranking sheets and provided the results to the City's Team and Working Group for review. The review of the perceived importance of the data elements by the City's Team and Working Group allowed the team to understand the priority levels of the SFPD related to data and focus the map discussions around those data elements.

Much of the input on potential district boundary line changes came from the perceived workload, type of crime, and the desire to decrease district sizes. Suggested district boundary line changes from one district often conflicted with district boundary line change suggestions from a neighboring district. Few interviewees expressed concern regarding the location of supervisorial districts in relation to the police districts as the supervisorial districts did not impact the day to day work of the officer. Some interviewees had knowledge of neighborhood lines and raised issues centered on neighborhoods or areas that are split by the current police districts (or could potentially become split by the proposed district boundary lines).

Across all districts, at the patrol officer level, officers expressed that citywide officers were busy, going from call to call with little time available for proactive policing. Time spent on administrative activity varied widely from district to district. Likewise, proactive policing activity varied, depending on the particular district and the time of day. Officers stated that they do not have citywide or district-level goals for the amount of time they should dedicate to various functions during their shifts. According to the information shared by officers, the lack of district wide goals and performance measures appear to contribute to disparate workload between districts.

When discussing the physical location of each district station, officers shared that the location of each district station was important. Others expressed that the districts were so large making responding to calls from the police station difficult because of the time needed to travel from the station to the incident location. Other officers noted that several district stations were near district boundary lines rather than being centrally located within the district. Officers expressed that they spend time traveling from the incident location back to district station locations to write reports rather than having the ability to write reports in the field which impacts the amount of time officers can spend in the district.

The results of the interviews yielded over 60 suggestions for district boundary line changes, which created over 30 maps with significant line changes with a few minor

district-specific boundary line changes. Within the districts, there were often multiple suggestions on where the district boundary lines should ultimately lie.

Some suggested changes, when combined with other suggestions, created unintended issues. For example, some thought that only one district should be responsible for Golden Gate Park, which would mean that if Richmond Station was responsible for Golden Gate Park, Park Station would be in the Richmond District. Other suggestions included moving district boundaries east or west, which when combined, created extremely small districts. PSSG filtered the suggestions from the SFPD interviews to create a series of single line changes and then multiple line change maps that resulted in 30 maps for review by the Working Group.

The next section discusses the Working Group meetings and related work that occurred in between the meetings during the course of the project.

Working Group Meetings

The process involved a series of Working Group meetings. Each meeting and the outcomes are detailed below.

April Working Group Meeting

The first meeting of the group focused on discussing the project drivers, input, and data elements available to the group. During discussions, the group also discussed its role, number of expected meetings, and the project timeline. The group ranked each variable to allow the City's Team to understand the value of each data element for each Working Group member. Further, the process allowed the City's Team to learn the differences in perception of the Working Group members and how each data element impacted police operations.

The following highlights the questions and data reviewed during this month, along with the milestones that occurred in April.

- PSSG developed questions to ask SFPD members participating in the interviews. Key questions included how the following issues affected district staffing:
 - Geography
 - Neighborhood Boundaries
 - Supervisorial Boundaries
 - Calls for Service
 - Facilities
 - Special Events
 - Planned Development (commercial and residential)

- PSSG developed a key variable list for SFPD members to rank, which included the following police data elements:
 - Calls for Service
 - Incidents
 - Staffing
 - Response Times
 - Call Loading/Parity
 - Shootings
 - Proactive Policing Time
 - Special Events
 - Station Capacity
 - Collisions
 - Field Investigations
 - Span of Control
 - Online Crime Reporting Data
 - Citations
 - Administrative Activities
- PSSG developed a key variable list for SFPD members to rank, which included the following external variables:
 - Neighborhood Districts
 - Geographic Issues/Barriers
 - Housing Inventory/Expansion
 - Census 2010
 - Development Pipeline
 - ABAG - Association for Bay Area Governments Projection Data
 - Supervisorial Districts
 - Cultural Centers
 - Demographics
- PSSG conducted interviews with the following:
 - Chief of Police
 - Command Staff
 - Specialized Units
 - District Captains
 - District Officers
 - City Stakeholders (DPW, SF Planning, etc.)
- SFPD IT provided PSSG with example data sets, which PSSG reviewed and approved in order for SFPD IT to provide the required data for analysis.

PSSG and the City's Team developed informational sheets for SFPD personnel regarding the project for use with the media and community members.

May Working Group Meeting

During the Working Group meeting in May, the group discussed the results of the data ranking based on the input from the Working Group and those interviewed in the districts. The following tables show the top five ranked police and external data sets.

Table 2: Top Five Ranked Police Data Sets

Police Data Set
Calls for Service
Incidents
Staffing
Response Times
Call Loading/Parity

Table 3: Top Five Ranked External Data Sets

External Data Set
Neighborhood Districts
Geographic Issues/Barriers
Housing Inventory/Expansion
Census 2010 (population)
Development Pipeline

Given the multitude of data sets and variables, the Working Group decided to limit the information considered as primary factors during the review. Based on the rankings and available data, the Working Group selected calls for service (CAD data), incidents (CABLE data), population, housing projections, and land area as the primary factors for review and the City's Team added the priority level of the calls. During meetings the Working Group reviewed maps and data on the primary factors and had access to the additional information, as needed.

The project addressed district boundaries, and the scope of work did not include a full staffing analysis. However, PSSG provided the City's Team with a table of staffing at the patrol level for each district. Throughout the project, the Chief acknowledged that parity would likely require changing staffing in the districts once the district boundary lines were established. The Working Group, while keeping parity between districts in mind as a factor, did not address parity within districts or parity between sectors in each district.

During this meeting, the group also discussed the global considerations on district boundary lines, as learned during the interviews. Key themes that emerged included:

- Determining the best district boundary lines for Southern Station based on the new physical location of the building prior to determining other line changes.

- Realigning district boundary lines to place the stations in a more centralized location, when possible.
- Moving district boundary lines to ensure similar types of housing are under a single command.
- Moving district boundary lines to eliminate multiple districts from having responsibility for a single location (for example, if a business has frontage on two streets, each of the streets could be in a different district).

In addition, the group viewed a demonstration of the Maptitude software, used throughout the project to show changes from one proposed map to another.

August Working Group Meeting

Prior to the Working Group, PSSG prepared for the meeting by completing the following:

- PSSG met with HOPE SF to discuss upcoming housing redevelopment and the potential impact on police district boundaries.
- PSSG met with members of the Treasure Island Development Authority to discuss additional need for police services.
- PSSG organized and coded the calls for service and incident data.
- PSSG created maps for the calls for service and incident data for each crime code category which showed concentrations of crime categories in the City.
- PSSG created maps with single line changes as suggested from interviews for use during discussions with the Working Group to determine which single line changes should be incorporated into example citywide maps with multiple line changes.

The goal of the meetings held over two days in August was to evaluate the maps based on the single line change suggestions. For the meeting, in addition to district boundary line maps, PSSG created several maps for the Working Group's use during the decision-making process. The additional maps available for review by the group included district maps, sector maps, gang maps, neighborhood maps, supervisorial district maps, and topographical maps.

The Working Group was divided into two subgroups to review a series of 30 citywide maps containing multiple line changes. Each map was accompanied with five primary data variables including calls for service, incidents, population, housing, and land area. A facilitator led the subgroups in a discussion of their initial reactions to each map: *yes*, the map worked, and they liked it as is; *possible*, the map might work with a few modifications; and *no*, the map would not work. Next, the group discussed what they liked or did not like about the maps related to available data, key infrastructure and police operations.

Unfavorable reactions to maps included, but were not limited to, making a district too large, creating too many or not enough calls for service within a district, creating difficult

travel patterns, or separating key city features and infrastructure (such as convention centers, parks, commercial areas, or neighborhoods).

Changes viewed as positive for the group included moving district boundary lines that placed district stations in a more central location, placing public housing within the same district to enhance operations, creating more continuity of services based on inclusion of similar city features and infrastructure in the same district, and balancing workload between districts.

Comparing citywide maps featuring key infrastructure and data elements with district maps allowed the group to identify and consider neighborhood and geographic issues. The Working Group discussed commercial development based on potential growth; however, PSSG did not map this information because geo-coded information was not available.

After reviewing each map, the members of the Working Group individually ranked each map from the most desirable to the least desirable and decided they would review the top nine maps at the final Working Group meeting.

During the meeting, the group created a list of issues related to the boundary line changes, but not part of the scope of the study for the Working Group. The issues included facilities, and staffing (both additional staffing and the issue of district-level staff members being pulled from their main assignment to staff events), and resources (such as facilities and equipment).

October Working Group Meeting

The goal of the October Working Group meeting was to select three maps and provide the maps to the Steering Committee for consideration. The Working Group reviewed the maps selected at the August meeting and considered the impact of a variety of additional police, demographic, key infrastructure, and socioeconomic variables that appear in the Map Selection section. Each variable appeared on a citywide map, and was made available for comparison with each line change, allowing the group to understand the impact of the variables on the line changes.

After considering the five primary variables and reviewing the maps of other data elements and key infrastructure, the group requested adjustments to several of the maps and then proceeded to select the maps as described in the Map Selection section.

Map Selection

PSSG generated over 60 individual line changes and then 30 citywide maps based on feedback from the SFPD interviews. During the Working Group meetings, PSSG facilitated a review of the maps and corresponding data.

At the August meeting, PSSG presented 30 citywide maps for review. PSSG divided Working Group members into two subgroups to review the details of each map and data sheets that included calls for service, incidents, population, housing projections, and land area. In addition to evaluating the impact of line changes on several of the variables, the Working Group had access to the following maps:

- Topographical maps
- Gang maps
- Sector maps
- Neighborhood maps
- Supervisorial maps

The subgroups discussed the positives and negatives of each citywide map and then individually ranked each of the maps, eliminating some of the lower ranked maps. The highest ranked maps were updated based on specific requests by the Working Group members. PSSG incorporated the requests from the Working Group into additional maps for review and discussion.

At the October Working Group meeting, PSSG presented the revised maps from the August meeting along with maps, data tables, or summaries of non-police data variables and infrastructure, and police data. The Working Group reviewed each of these items to consider the information as it related to each district and the implication of changing district boundary lines. For example, the Working Group could determine if the number of alcohol outlets, SROs, schools, or senior centers would change if the district boundary lines were moved. In some cases the data was shown in “heat maps,” allowing the Working Group to view locations with high traffic density or poverty levels. The Working Group could also use the maps and data to help understand what resource allocations might be necessary to support policing efforts in each district if the district boundary lines change.

Members of the DEM participated in the process to ensure that proposed changes of district boundary lines could be integrated into radio talk groups - the radio channels assigned to each district - without a disruption of radio and dispatch services.

After reviewing the maps and information, the Working Group members ranked the remaining maps in order of their most preferred choice to their least preferred choice. The ranking for the first choice map was clear with the second choice far behind; the third and fourth choices were one point apart. The Working Group decided to forward the top four proposed maps to the Steering Committee for review. The Steering

Committee reviewed the maps and discussed the positive and negative aspects of each map and deferred the final selection to the Chief. In November, the Chief provided adjustments to the map selected in October, which created the final proposed changes that were presented to the Police Commission on December 10, 2014.

A complete list of information reviewed by the Working Group appears in the next table.

Table 4: Key Data and Infrastructure Reviewed

Data / Key Infrastructure Type	Source	Output
Calls for Service (CAD) 2008-2013	SFPD	Data used during map review
Incidents (CABLE) (2008 - 2013 using a 20% sample)	SFPD	Data used during map review
Human Resource Management System	SFPD	Data used to determine current patrol staffing at the district level
Civic Events Staffed by SFPD	SFPD	Data used to create a map
Crash ⁴ Data	SFPD	Data used to create a map
Field Interview Cards	SFPD	Data used to create a map
Gang Locations	SFPD	Maps provided by SFPD
Homicide Database	SFPD	Data used to create a map
Shooting Database	SFPD	Data used to create a map
Alcohol Outlets (20 & 21)	TransBase	Data used to create a map and list the number of facilities
Daily Ridership Density on Public Transit	TransBase	Data used to create a map
Employment Density	TransBase	Data used to create a map
Healthcare Facilities by Type	TransBase	Data used to create a map and list the actual number of facilities
Homeless Shelters	TransBase	Data used to create a map and list number of facilities per district
Household Income - Higher than Average	TransBase	Data used to create a map
Household Income - Poverty Level	TransBase	Data used to create a map
Pedestrian Density	TransBase	Data used to create a map
Pedestrian High Injury Locations	TransBase	Data used to create a map
Population Density	TransBase	Data used to create a map
Population Density - Non-white	TransBase	Data used to create a map

⁴ PSSG uses the term crash to be more consistent with the National Highway Traffic Safety Administration (NHTSA) terminology. The SFPD radio code 518 uses the term accident and in media reports the SFPD sometimes uses the term collision.

Data / Key Infrastructure Type	Source	Output
Population Density - Youth	TransBase	Data used to create a map
Schools	TransBase	Data used to create a map and number of facilities per district
Senior Centers	TransBase	Data used to create a map and number of facilities per district
Senior Density	TransBase	Data used to create a map
Single Resident Occupancy Hotels (SROs)	TransBase	Data used to create a map
Universities and Colleges	TransBase	Data used to create a map
Public Housing	SF Housing Authority	Data used to create a map and number of facilities per district
Supervisory Districts	SFGov Shapefile – Supervisory Districts 2013	Existing map used
Neighborhood Districts	SFGov Shapefile – Neighborhoods, SF Realty Map	Existing maps used
Parks	SFGov Shapefile - Streets	Existing map used
Topographical Maps	Google Maps and United States Geological Society	Existing map used

The following items listed in either the scope or BOS legislation were discussed or referenced during the discussions, but were not used for decision making.

- Workforce Development Sites
- Traffic Hubs
- Travel Time
- Non-Resident Data
- Commercial Development
- Community Policing Efforts
- Arrest and Conviction Rates
- Administrative Time
- Time Spent on Scene
- CopLogic Data

The reasons for not using the information for decision making varied. For example conviction data was not used or requested; as the data was not readily available and it

would not inform the district boundary analysis. Foot beats were not mapped for review by the Working Group, but were discussed based on knowledge of foot beat locations. Response times were discussed as they currently stand in the districts; however, because records do not provide the starting location of an officer when answering a call, it is not possible using existing data to calculate what response times might be in the future. Some information was not used, as it requires additional work by the SFPD to make decisions about items such as the ratio of time spent on calls for service, administrative work, and community engagement.

The next section discusses the impact of the proposed district boundary line changes.

D. Impact of District Boundary Line Changes

This section provides a description of the changes for each district. The final proposed map achieves and includes the following:

- Sets the southern border for the Southern District at 16th Street. The location of the new station is in the current Bayview District. The boundary line of the Southern District needs to move south in order to correct this issue. Treasure Island will remain in the Southern District, as the freeway entrances for officers to travel to and from Treasure Island are located in the Southern District.
- Sets the northern border for the Bayview District at 16th Street, in order to keep the new Southern District station within Southern District boundary lines.
- Expands the Tenderloin District to extend south of Market Street to Mission Street. This step creates a larger Tenderloin District. While not balanced in terms of land area when compared with the other districts, the calls for service and incidents become more aligned with other Metro Districts (Central, Northern, Mission, and Southern) (see Tables 6 and 7). This move also creates greater continuity of police services for businesses on Market Street. In addition, Mission Street provides a continuous district boundary line between the Tenderloin and Central Districts and the Southern District's boundary line which provides for a single main travel corridor between the districts.
- Expands the Central District to include Justin Herman Plaza and the area just south of Union Square which is the location of many of the major retailers in the area. Both of these moves create continuity of police services for the district and place the businesses in the Union Square area in one police district. While the Business Improvement District (BID) still falls in multiple police districts, those businesses in the shopping area will be in one district. In addition, the change creates a consistent boundary line between the Central and Tenderloin Districts with respect to the Southern District's northern boundary line which enhances travel within the district and sectors by creating continuous district boundary lines.
- Expands the Northern District to include housing in the Western Addition, by moving the western border to Divisadero Street/Castro Street, spanning from Broadway Street at its northern border to Market Street at its southern border. The current border of the Northern Station is just blocks from public housing in the Western Addition (currently in the Park District); the change in the boundary line will keep the housing in one district, in addition to creating a more centrally located police station. While the footprint of the Western Addition includes the area west of Divisadero Street to Masonic Avenue, the majority of the calls for service and incidents are contained in the area proposed to fall under the jurisdiction of the Northern Station.
- Expands the Richmond District southern boundary from Masonic Avenue along Fulton Street and Geary Street to the eastern border of Divisadero Street. This change creates a continuous border between the Park District and the Richmond District to the western border of the Northern District.

- Decreases the footprint of the Park District, by eliminating the section of the current district between Masonic Avenue along Geary Street and Fulton Street to Divisadero Street. This change moves responsibility for the public housing in the Western Addition from the Park District to the Northern District.

While the line changes improve incident level parity (CABLE) between all districts, workload parity issues will remain within the districts. The SFPD will need to address parity through staffing or sector realignment. In addition, the total number of calls for service (CAD) between districts does not improve with the proposed map.

The following table shows the comparison between the CAD and CABLE for the current and proposed lines. The numbers highlighted in green show where the citywide standard deviation⁵ and range for CABLE between the districts improve with the proposed map; the citywide CAD standard deviation and range do not improve.

Table 5: Comparison of Total CAD and CABLE between Current and Proposed Boundary Lines

Comparisons Between Maps Citywide Parity Standard Deviations and Range for CAD and CABLE				
Map	Standard Deviation		Range	
	CAD	CABLE	CAD	CABLE
Current	2.5	3.7	7.0	12.5
Proposed	2.9	3.4	10.1	9.4

The following table shows the district CAD data (as a percentage of the citywide total) for the current and proposed data and the difference between the maps.

Table 6: Comparison of CAD by District for Current and Proposed Boundary Lines

District	Data / Infrastructure	Current	Proposed	Difference ⁶
Bayview - CO C	CAD 2008-2013	8.8%	8.6%	-0.2%
Central - CO A	CAD 2008-2013	9.9%	11.8%	1.9%
Ingleside - CO H	CAD 2008-2013	9.4%	9.4%	0.0%
Mission - CO D	CAD 2008-2013	13.7%	13.7%	0.0%
Northern - CO E	CAD 2008-2013	13.5%	15.1%	1.6%
Park - CO F	CAD 2008-2013	6.7%	4.8%	-1.9%
Richmond - CO G	CAD 2008-2013	7.2%	7.5%	0.3%

⁵ Standard deviation is a measure of the dispersion of a set of data from its mean.

⁶ Difference is calculated as "Proposed" minus "Current."

District	Data / Infrastructure	Current	Proposed	Difference ⁶
Southern - CO B	CAD 2008-2013	13.6%	8.9%	-4.7%
Taraval - CO I	CAD 2008-2013	8.4%	8.4%	0.0%
Tenderloin - CO J	CAD 2008-2013	8.8%	12.0%	3.2%

The following table shows the district CABLE data (as a percentage of the citywide total) for the current and proposed data and the difference between the maps.

Table 7: Comparison of CABLE⁷ by District for Current and Proposed Boundary Lines

District	Data / Infrastructure	Current	Proposed	Difference ⁸
Bayview - CO C	CABLE 2008-2013 (20%)	9.9%	9.8%	-0.1%
Central - CO A	CABLE 2008-2013 (20%)	9.9%	12.0%	2.1%
Ingleside - CO H	CABLE 2008-2013 (20%)	9.0%	9.0%	0.0%
Mission - CO D	CABLE 2008-2013 (20%)	13.1%	13.1%	0.0%
Northern - CO E	CABLE 2008-2013 (20%)	11.6%	13.2%	1.6%
Park - CO F	CABLE 2008-2013 (20%)	5.7%	3.8%	-1.9%
Richmond - CO G	CABLE 2008-2013 (20%)	5.5%	5.9%	0.4%
Southern - CO B	CABLE 2008-2013 (20%)	18.0%	13.0%	-5.0%
Taraval - CO I	CABLE 2008-2013 (20%)	7.7%	7.7%	0.0%
Tenderloin - CO J	CABLE 2008-2013 (20%)	9.7%	12.6%	3.0%

The following table shows the difference between percent of CAD and CABLE in the Metro and Golden Gate Divisions. The Metro Division includes the following districts: Central, Northern, Tenderloin, Southern, and Mission. The Golden Gate Division includes the following districts: Bayview, Ingleside, Taraval, Richmond, and Park. The current district boundary lines have a better balance of CAD and CABLE between the two divisions than the proposed boundary lines. In order to achieve parity between the Metro and Golden Gate Divisions, more significant district boundary line changes are required.

Table 8: Comparison between Current and Proposed Boundary Lines in the Metro and Golden Gate Divisions

Comparisons Between Percent CAD/CABLE for the Metro and Golden Gate Divisions				
Map	Metro	Golden Gate	Metro	Golden Gate
	CAD	CAD	CABLE	CABLE

⁷ Due to the large volume of records, a 20 percent sample of CABLE data was taken from the six-year range 2008-13.

⁸ Difference is calculated as "Proposed" minus "Current." "Current" and "Proposed" percentages presented in Table 7 are rounded values. "Difference" is calculated based on actual values.

Comparisons Between Percent CAD/CABLE for the Metro and Golden Gate Divisions				
Map	Metro	Golden Gate	Metro	Golden Gate
	CAD	CAD	CABLE	CABLE
Current	59.54	40.46	62.19	37.81
Proposed	61.35	38.65	63.90	36.10

The next section includes a discussion of impacts on supervisorial districts resulting from the district boundary changes.

Supervisorial District Changes

The following list highlights the changes in which police district(s) each Supervisorial District will be located, based on the proposed district boundary line changes.

- **District 2:** The small part of the district that was in the Park District east of Masonic Street is now in the Richmond District.
- **District 3:** The small part of the district that was in the Tenderloin District east of Powell Street is now in the Central District.
- **District 5:** A small section that was in the Park District north of Fulton Street between Masonic Avenue and Broderick Street is now in the Richmond District. In addition, the section of the current Park District between Divisadero Street and Steiner Street is now in the Northern District.
- **District 6:** The section from Market Street at 3rd Street south to Mission Street and east to the San Francisco Bay that was in the Southern District is now in the Central District.
- **District 8:** A small section that was in the Park District from Divisadero Street to Steiner Street is now in the Northern District.
- **District 10:** The section from China Basin to 16th Street that was in the Bayview District is now in the Southern District.

Supervisorial Districts 1, 4, 7, 9, and 11 are unaffected under the proposed police district boundary line changes.

The next section includes a discussion of changes created in neighborhoods resulting from the proposed district boundary line changes.

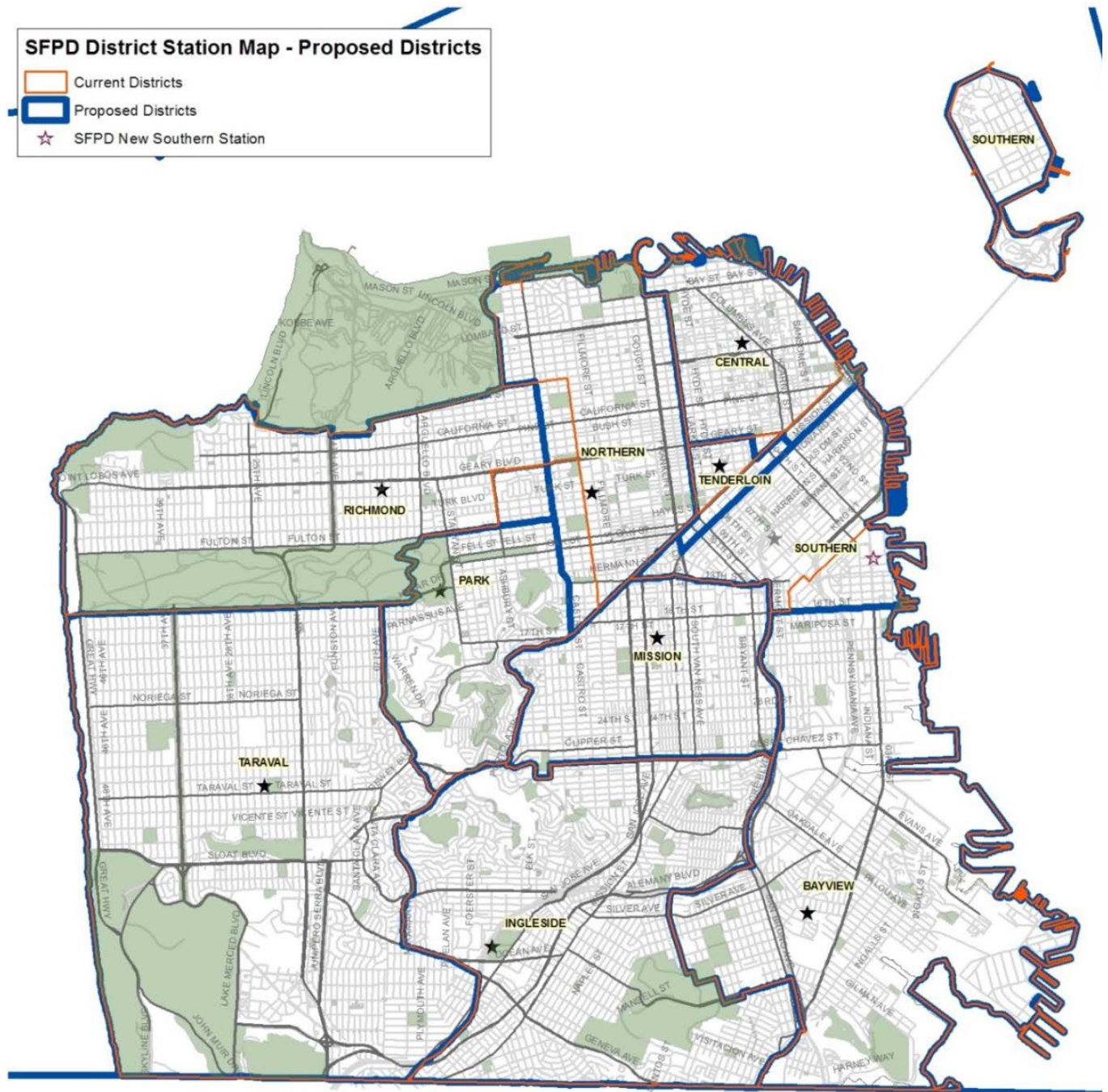
Neighborhood Changes

There are several maps depicting neighborhoods in the City, but there is not a single official map. During the Working Group meetings, two maps were reviewed to account for variations in the delineation of neighborhood locations. The neighborhood changes listed below represent major neighborhoods, as affected by the boundary line changes.

- The Southern District will now include Mission Bay, which was formerly in the Bayview District.
- The Tenderloin will now include a section of South of Market (SOMA) from South Van Ness between Market Street and Mission Street to 3rd Street.
- The Richmond District will now include Lone Mountain, which was partially in the Park District.
- The Central District will now include a section of South Beach and Yerba Buena along Market Street from 3rd Street to the San Francisco Bay that was formerly in the Southern District.
- The Central District will now include a section of the BID that was formerly in the Tenderloin District.
- The Northern District will now include a section of the Western Addition, which was formerly in the Park District.

In the following section, maps, descriptions of proposed changes, and data depicting the impact on calls for service and incidents are provided at the citywide level and for each of the ten police districts. The tables show data for the current district boundary lines and proposed districts lines, along with the difference (either increase or decrease) for each district. The percent shown is the percent of citywide data within a district.

Map 1: Proposed and Current SFPD Police Districts



Bayview District, Company C, has a population of 65,171 and covers 17.5 percent of the land mass in the City. The area is mixed-use commercial and residential, and highly segregated by race and zoning use. The district is comprised of many neighborhoods that include Bayview, Hunters Point, Silver Terrace, Potrero Hill, Mission Bay, and Portola. New development includes changes to housing, the potential for new commercial developments and planned redevelopment of Candlestick Park. The district contains 29 schools, five healthcare facilities, 62 alcohol outlets, three SROs, seven senior centers, and 43 public housing facilities.

From 2008 to 2013, the Bayview District handled 8.7 percent of all calls and 9.9 percent of the incidents. If the proposed boundary lines were in place during this time, the Bayview District would have handled 8.6 percent (-0.1 difference) of all calls and 9.8 percent (-0.1 difference) of the incidents.

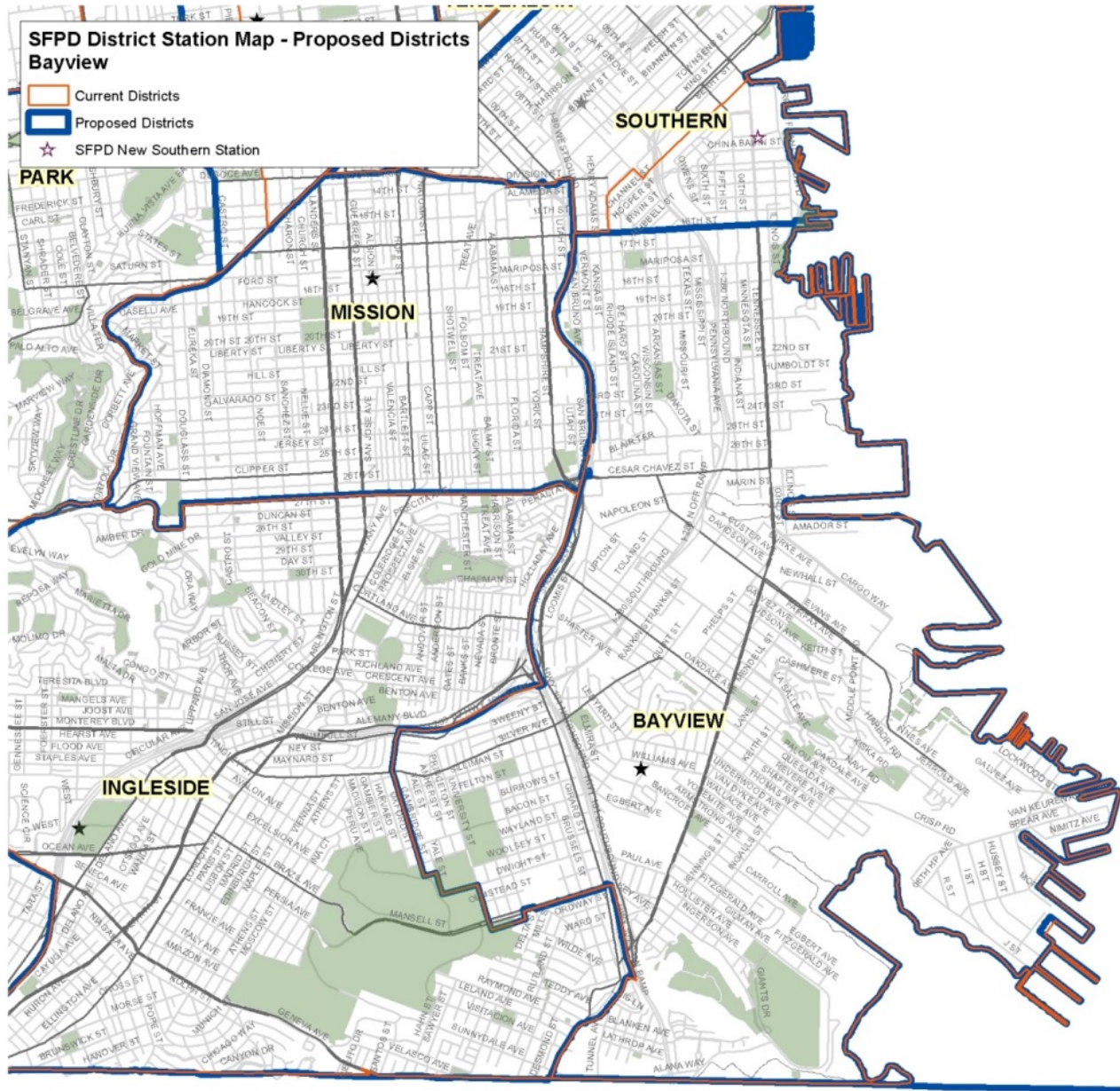
The table below shows the percent difference in the key data and infrastructure in the Bayview District as part of the citywide total for the current district boundary lines and proposed line changes.

Table 9: Bayview – Key Data and Infrastructure – Current vs. Proposed

Bayview - Key Data and Infrastructure - Current vs. Proposed			
Data / Infrastructure	Current	Proposed	Difference
CAD 2008-2013	8.7%	8.6%	-0.1%
CABLE 2008-2013 (20%)	9.9%	9.8%	-0.1%
Population	8.1%	7.9%	-0.2%
Housing	33.0%	26.5%	-6.5%
Area	17.5%	16.4%	-1.1%
Priority A	49,070	48,364	-706
Priority B	71,173	69,364	-1,809
Priority C	227,530	222,495	-5,035
Schools	29	29	0
Healthcare	5	5	0
Alcohol Outlets	62	61	-1
SROs	3	3	0
Senior Centers	7	7	0
Public Housing Facilities	43	43	0

The map on the next page shows the proposed Bayview District. The only change in the Bayview District is that its northern border moves south from Mission Creek Channel /China Basin to 16th Street.

Map 2: Proposed Bayview District



Central District, Company A, has a population of 67,721 and covers 4.1 percent of the land mass in the City. The area is both residential and tourist in nature. The district is comprised of many neighborhoods that include Downtown, Nob Hill, Russian Hill, Telegraph Hill, North Beach, Fisherman's Wharf, and Chinatown. The district has 13 schools, seven healthcare facilities, 117 alcohol outlets, 24 SROs, 16 senior facilities, and 10 public housing facilities.

From 2008 to 2013, the Central District handled 9.9 percent of all calls and 9.9 percent of the incidents. If the proposed boundary lines were in place during this time, the Central District would have handled 11.8 percent (+1.9 difference) of all calls and 12.0 percent (+2.1 difference) of the incidents.

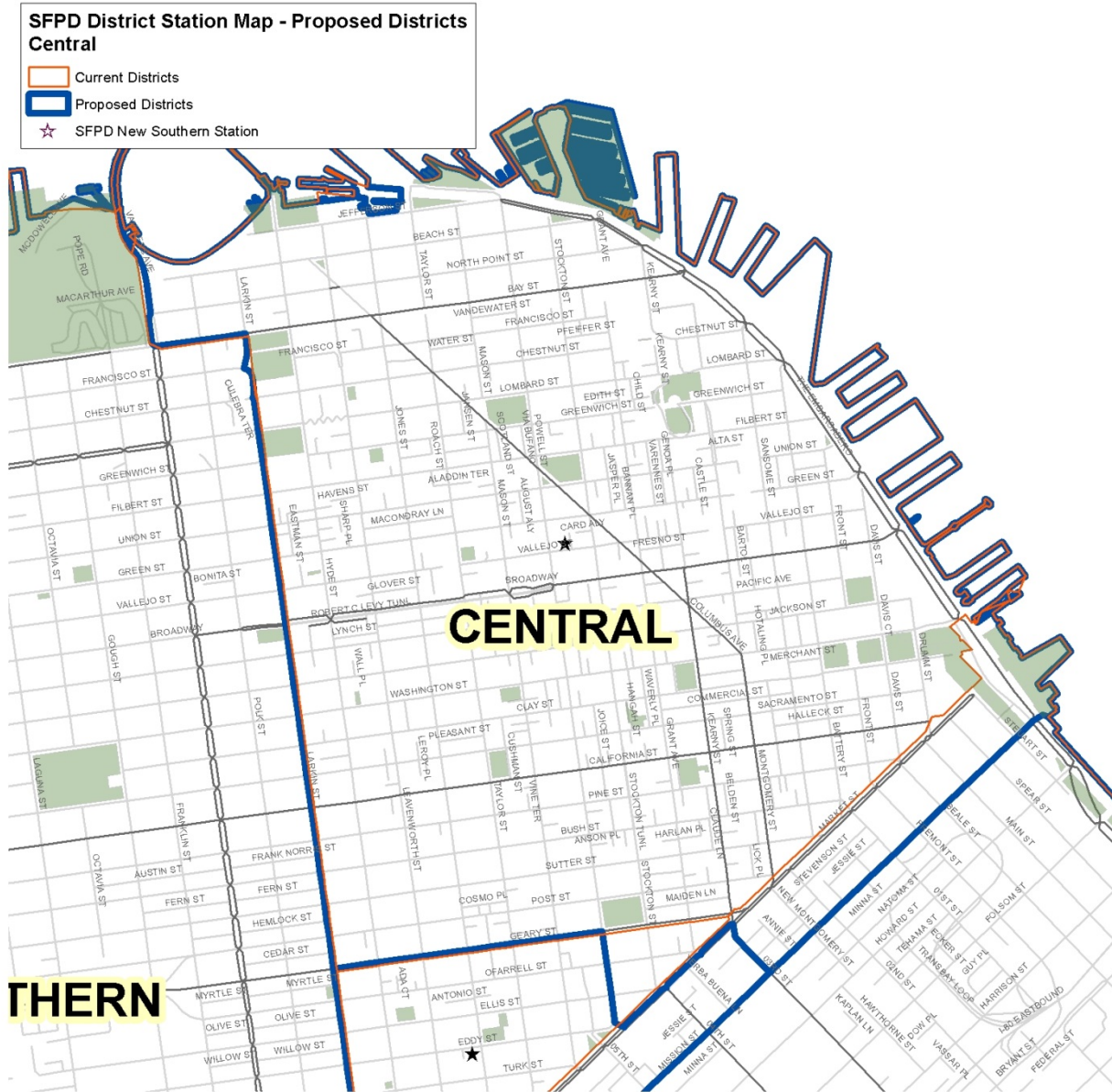
The table below shows the percent difference in the key data and infrastructure in the Central District as part of the citywide total for the current district boundary lines and proposed line changes.

Table 10: Central – Key Data and Infrastructure – Current vs. Proposed

Central - Key Data and Infrastructure - Current vs. Proposed			
Data / Infrastructure	Current	Proposed	Difference
CAD 2008-2013	9.9%	11.8%	1.9%
CABLE 2008-2013 (20%)	9.9%	12.0%	2.1%
Population	8.4%	8.6%	0.2%
Housing	1.5%	1.8%	0.3%
Area	4.2%	4.4%	0.2%
Priority A	35,806	43,111	7,305
Priority B	103,840	130,496	26,656
Priority C	250,487	291,318	40,831
Schools	13	13	0
Healthcare	7	7	0
Alcohol Outlets	117	125	8
SROs	24	24	0
Senior Centers	16	16	0
Public Housing Facilities	10	10	0

The map on the next page shows the proposed Central District. The only change in Central is that its southern border moves south from Market Street to Mission Street. Central will have responsibility for both sides of the following streets: Larkin Street north of Geary Street, Geary Street, and Powell Streets.

Map 3: Proposed Central District



Ingleside District, Company H, has a population of 135,288 and covers 15.4 percent of the land mass in the City. The area is mostly residential. The district is comprised of many neighborhoods that include Diamond Heights, Bernal Heights, Glen Park, Miraloma, Sunnyside, Mission Terrace, Excelsior, Crocker Amazon, and Visitacion Valley. New development includes light mixed-use commercial and residential units along Mission Street. The district has 41 schools, 12 healthcare facilities, 80 alcohol outlets, 12 senior centers, and 15 public housing facilities.

From 2008 to 2013, the Ingleside District handled 9.4 percent of all calls and 9.0 percent of the incidents. There are not any changes to the Ingleside District.

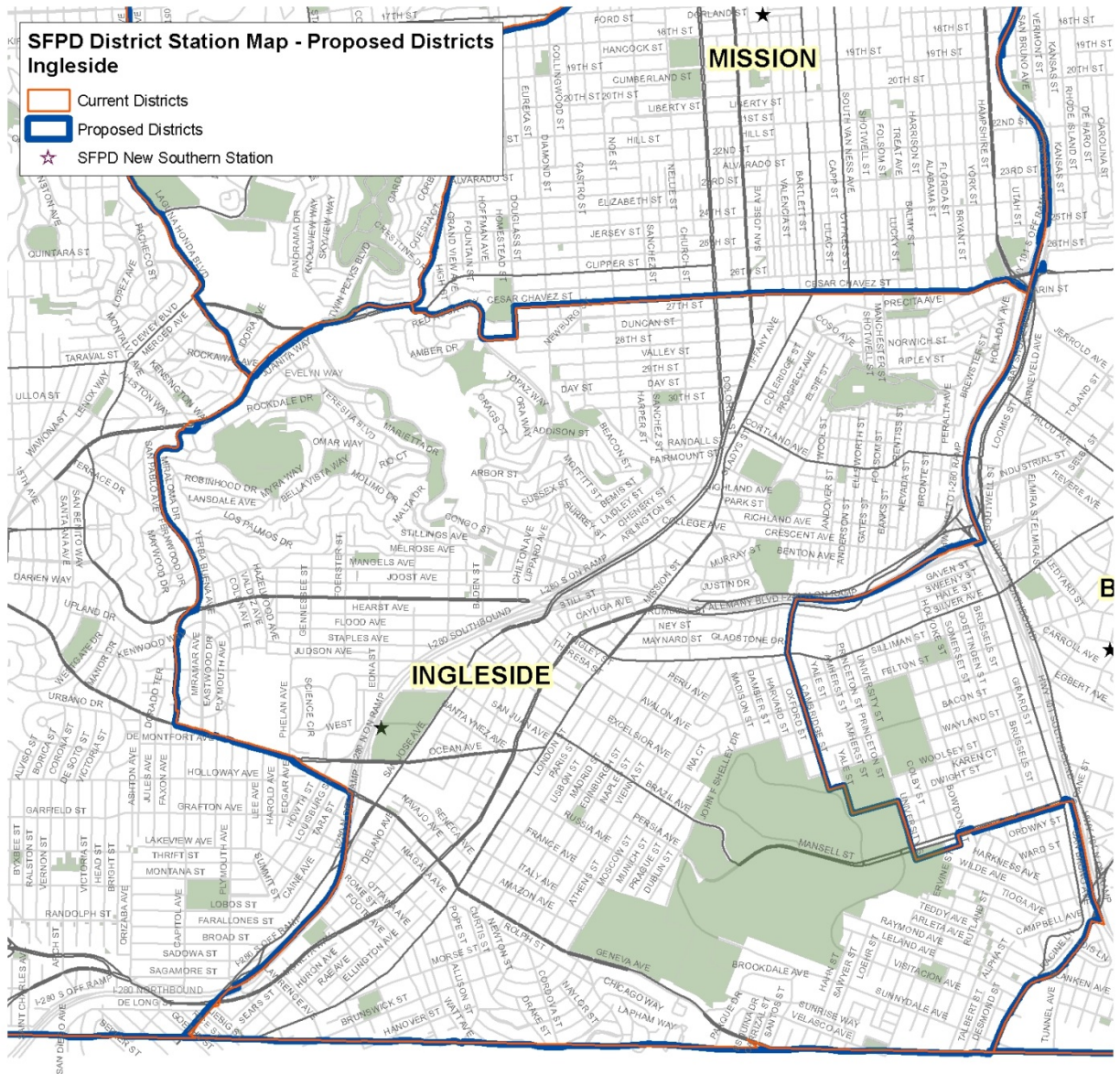
The table below shows the percent difference in the key data and infrastructure in the Ingleside District as part of the citywide total for the current district boundary lines and proposed line changes.

Table 11: Ingleside – Key Data and Infrastructure – Current vs. Proposed

Ingleside - Key Data and Infrastructure - Current vs. Proposed			
Data / Infrastructure	Current	Proposed	Difference
CAD 2008-2013	9.4%	9.4%	0.0%
CABLE 2008-2013 (20%)	9.0%	9.0%	0.0%
Population	16.9%	16.9%	0.0%
Housing	3.7%	3.7%	0.0%
Area	15.4%	15.4%	0.0%
Priority A	40,425	40,425	0
Priority B	70,288	70,288	0
Priority C	252,622	252,622	0
Schools	41	41	0
Healthcare	12	12	0
Alcohol Outlets	80	80	0
SROs	0	0	0
Senior Centers	12	12	0
Public Housing Facilities	15	15	0

The map on the next page shows the proposed Ingleside District. Under the proposed redistricting, the Ingleside District will not change.

Map 4: Proposed Ingleside District



Mission District, Company D, has a population of 79,452 and covers 6.3 percent of the land mass in the City. The area has many mixed-used residential and small businesses, except for the northeast section, which is more industrial. The district is comprised of many neighborhoods that include the Mission, Noe Valley, Dolores Heights, Lower Haight, and some of Castro. New development includes mixed-use commercial and residential units along Mission Street, Inner Mission, and condominiums in Noe Valley. The district contains 39 schools, 11 healthcare facilities, 120 alcohol outlets, 13 SROs, five senior centers, and 16 public housing facilities.

From 2008 to 2013, the Mission District handled 13.7 percent of all calls and 13.1 percent of the incidents. There are not any proposed changes to the Mission District

The table below shows the percent difference in the key data and infrastructure in the Mission District as part of the citywide total for the current district boundary lines and proposed line changes

Table 12: Mission – Key Data and Infrastructure – Current vs. Proposed

Mission - Key Data and Infrastructure - Current vs. Proposed			
Data / Infrastructure	Current	Proposed	Difference
CAD 2008-2013	13.7%	13.7%	0.0%
CABLE 2008-2013 (20%)	13.1%	13.1%	0.0%
Population	9.9%	9.9%	0.0%
Housing	2.5%	2.5%	0.0%
Area	6.3%	6.3%	0.0%
Priority A	60,934	60,934	0
Priority B	109,577	109,577	0
Priority C	372,696	372,696	0
Schools	39	39	0
Healthcare	11	11	0
Alcohol Outlets	120	120	0
SROs	13	13	0
Senior Centers	5	5	0
Public Housing Facilities	16	16	0

The map on the next page shows the proposed Mission District. Under the proposed redistricting, the Mission District will not change.

Map 5: Proposed Mission District



Northern District, Company E, has a population of 84,987 and covers 6.8 percent of the land mass in San Francisco. The area includes mixed-use properties (south) and residential units (north). The district is comprised of many neighborhoods that include Civic Center, Pacific Heights, Cow Hollow, and the Marina. New development includes light mixed-use commercial and residential units. The district contains 32 schools, 10 healthcare facilities, 118 alcohol outlets, 22 SROs, 23 senior centers, and 25 public housing facilities.

From 2008 to 2013, the Northern District handled 13.5 percent of all calls and 11.6 percent of the incidents. If the proposed boundary lines were in place during this time, the Northern District would have handled 15.1 percent (+1.6 difference) of all calls and 13.2 percent (+1.6 difference) of the incidents.

The table below shows the percent difference in the key data and infrastructure in the Northern District as part of the citywide total for the current district boundary lines and proposed line changes.

Table 13: Northern – Key Data and Infrastructure – Current vs. Proposed

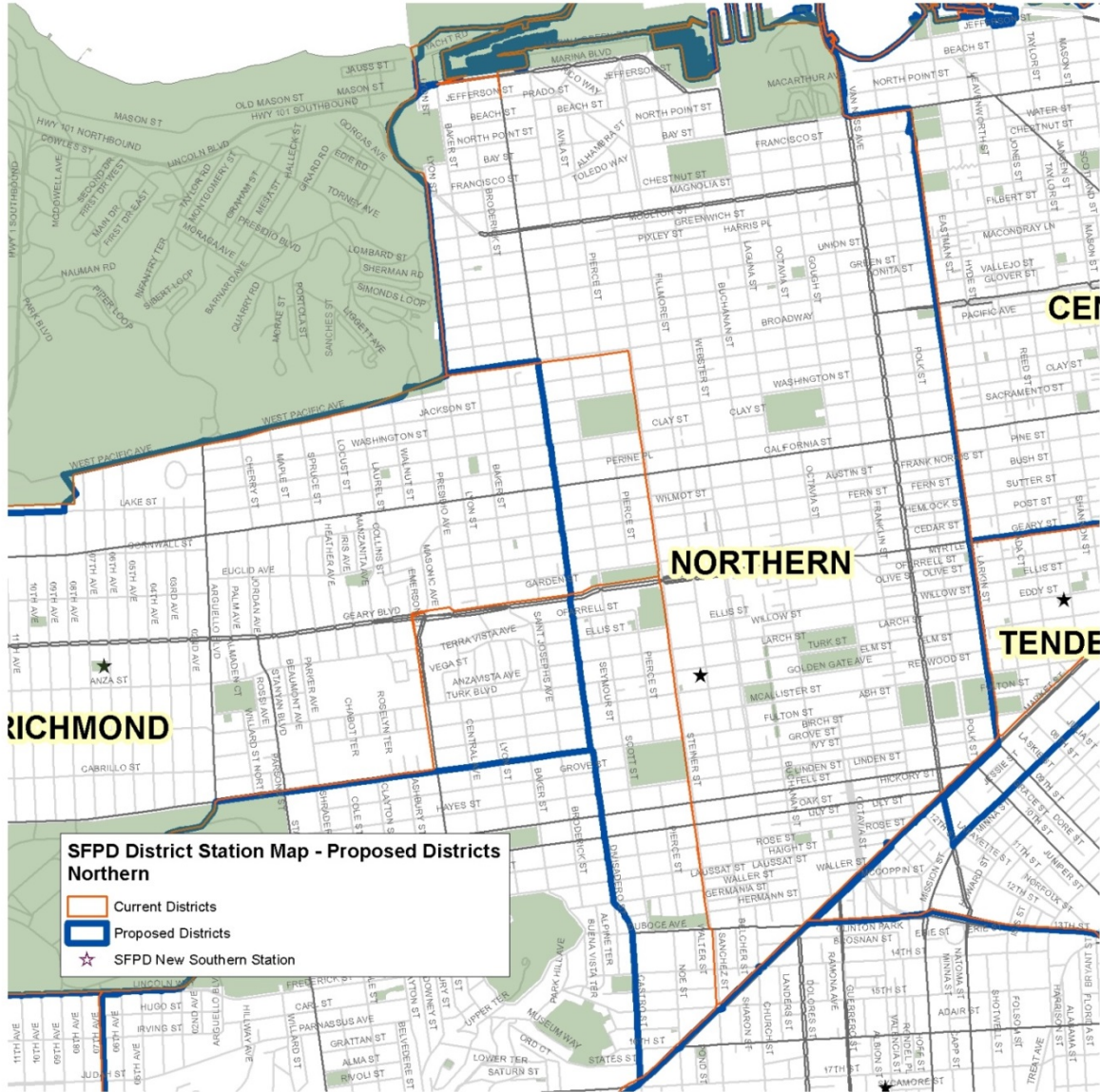
Northern - Key Data and Infrastructure - Current vs. Proposed			
Data / Infrastructure	Current	Proposed	Difference ⁹
CAD 2008-2013	13.5%	15.1%	1.6%
CABLE 2008-2013 (20%)	11.6%	13.2%	1.6%
Population	10.6%	12.5%	1.9%
Housing	6.9%	6.9%	0.1%
Area	6.1%	7.3%	1.2%
Priority A	53,850	59,942	6,092
Priority B	114,780	125,609	10,829
Priority C	354,720	401,015	46,295
Schools	32	42	10
Healthcare	10	12	2
Alcohol Outlets	118	136	18
SROs	22	22	0
Senior Centers	23	24	1
Public Housing Facilities	25	30	5

The map on the next page shows the proposed Northern District. The only change in Northern is that its western border moves west from Steiner Street at Broadway to Divisadero Street, which when followed south becomes Castro Street, where it had previously followed Steiner Street south to Sanchez Street. The Northern District will

⁹ "Current" and "Proposed" percentages presented in Table 13 are rounded values. "Difference" is calculated based on actual values.

have responsibility for both sides of the following streets: Divisadero and Castro Street to Market Street, and Broadway Street.

Map 6: Proposed Northern District



Park District, Company F, has a population of 59,023 and covers 6.7 percent of the land mass in the City. The area is mostly residential. The district is comprised of many neighborhoods that include Haight-Ashbury, North of Panhandle, west of Twin Peaks, Western Addition, and some of the Castro. New development includes light mixed-use commercial and residential. The district contains 20 schools, 10 healthcare facilities, 60 alcohol outlets, two senior centers, and six public housing facilities.

From 2008 to 2013, the Park District handled 6.7 percent of all calls and 5.7 percent of the incidents. If the proposed boundary lines were in place during this time, the Park District would have handled 4.8 percent (-1.9 difference) of all calls and 3.8 percent (-1.9 difference) of the incidents.

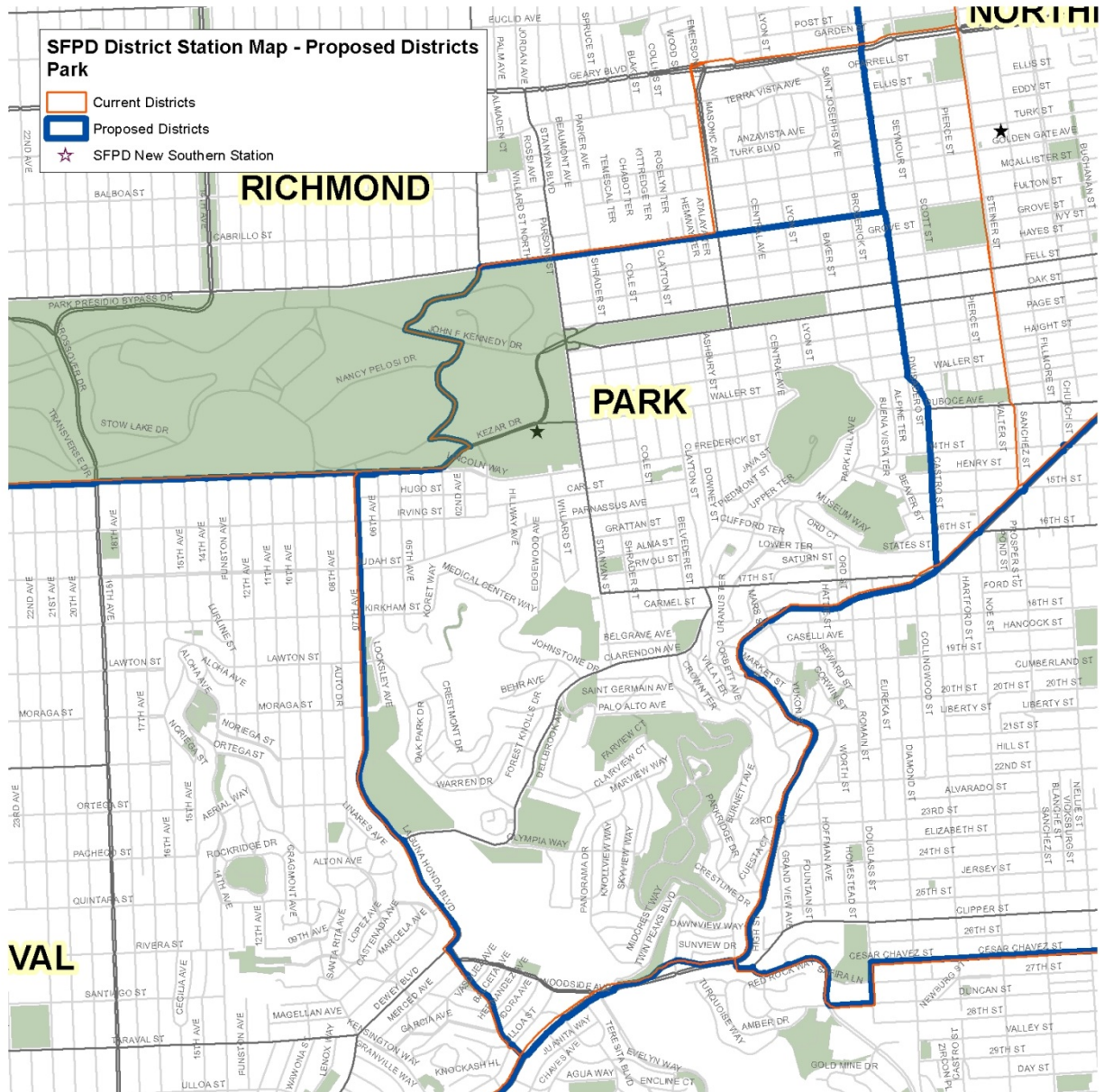
The table below shows the percent difference in the key data and infrastructure in the Park District as part of the citywide total for the current district boundary lines and proposed line changes.

Table 14: Park – Key Data and Infrastructure – Current vs. Proposed

Park - Key Data and Infrastructure - Current vs. Proposed			
Data / Infrastructure	Current	Proposed	Difference
CAD 2008-2013	6.7%	4.8%	-1.9%
CABLE 2008-2013 (20%)	5.7%	3.8%	-1.9%
Population	7.4%	5.2%	-2.2%
Housing	0.4%	0.2%	-0.2%
Area	6.7%	5.5%	-1.2%
Priority A	21,241	13,583	-7,658
Priority B	49,604	36,211	-13,393
Priority C	192,726	139,561	-53,165
Schools	20	14	-6
Healthcare	10	9	-1
Alcohol Outlets	60	40	-20
SROs	0	0	0
Senior Centers	2	1	-1
Public Housing Facilities	6	1	-5

The map on the next page shows the proposed Park District. The eastern border of the Park District formerly at Steiner Street and Sanchez Street moves west to Divisadero and Castro Streets. The northeast border of the Park District was formerly Geary Street and is now proposed to be Fulton Street. The change in the northeast border eliminates a section of the western border of the Park District, which formerly was at Masonic Avenue. The Park District will have responsibility for both sides of the following streets: Fulton to Divisadero Street.

Map 7: Proposed Park District



Richmond District, Company G, has a population of 91,753 and covers 12.8 percent of the land mass in the City. The area is mostly residential and is home to Golden Gate Park. The district is comprised of many neighborhoods that include the Richmond, Presidio Heights, Laurel Heights, Sea Cliff, and Golden Gate Park. There is very little new development. The District contains 40 schools, seven healthcare facilities, 80 alcohol outlets, one SRO, 18 senior centers, and eight public housing facilities.

From 2008 to 2013, the Richmond District handled 7.2 percent of all calls and 5.5 percent of the incidents. If the proposed boundary lines were in place during this time, the Richmond District would have handled 7.5 percent (+0.3 difference) of all calls and 5.9 percent (-0.4 difference) of the incidents.

The table below shows the percent difference in the key data and infrastructure in the Richmond District as part of the citywide total for the current district boundary lines and proposed line changes.

Table 15: Richmond – Key Data and Infrastructure – Current vs. Proposed

Richmond - Key Data and Infrastructure - Current vs. Proposed			
Data / Infrastructure	Current	Proposed	Difference¹⁰
CAD 2008-2013	7.2%	7.5%	0.3%
CABLE 2008-2013 (20%)	5.5%	5.9%	0.4%
Population	11.4%	11.7%	0.3%
Housing	0.7%	0.7%	0.1%
Area	12.9%	12.9%	0.0%
Priority A	19,304	20,870	1,566
Priority B	50,304	52,869	2,565
Priority C	208,948	215,820	6,872
Schools	40	36	-4
Healthcare	7	7	0
Alcohol Outlets	80	82	2
SROs	1	1	0
Senior Centers	18	18	0
Public Housing Facilities	8	8	0

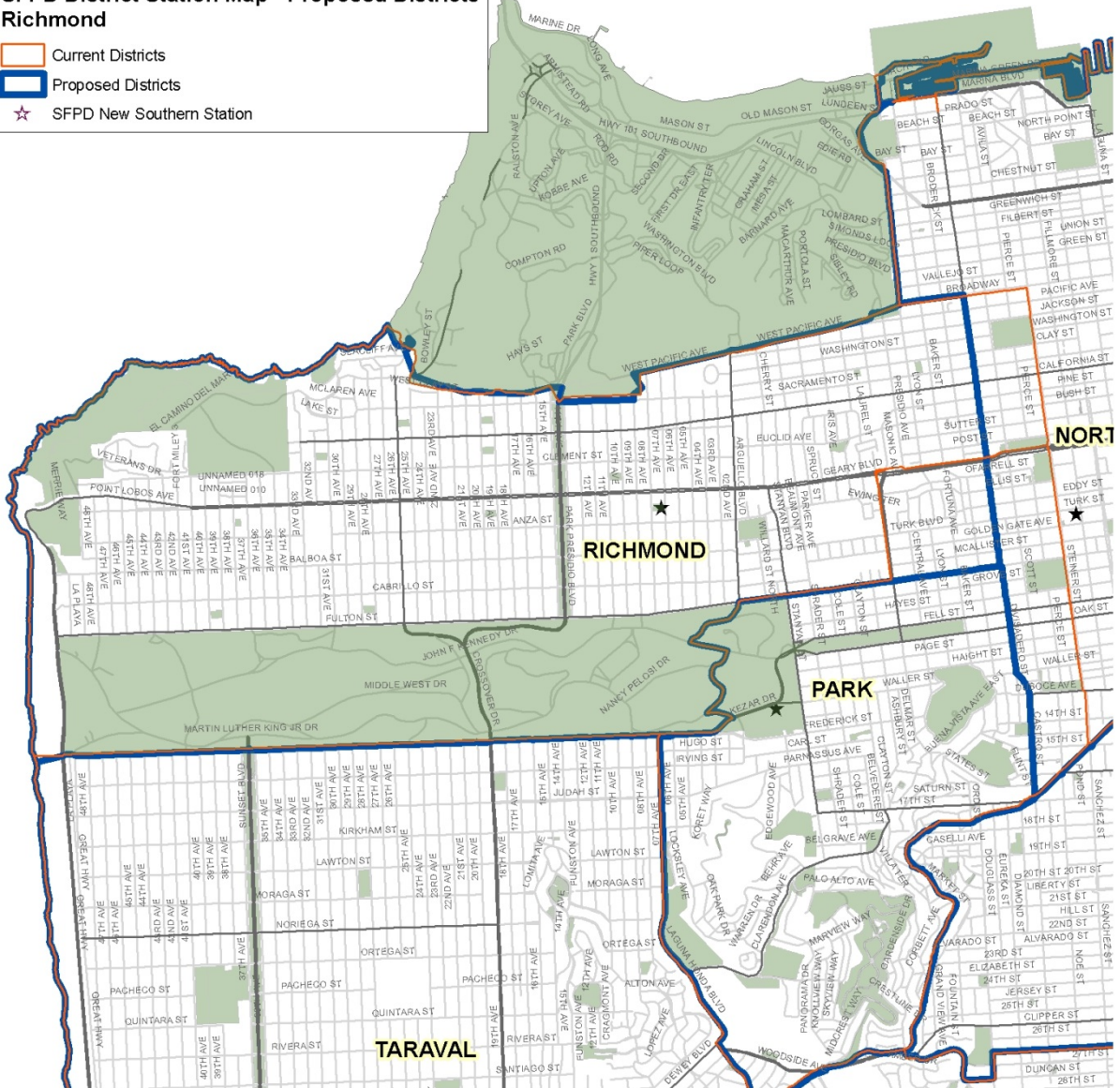
The map on the next page shows the proposed Richmond District. The eastern border for Richmond will change from Steiner Street in the northeast and Masonic Avenue to Divisadero at Broadway Street, south to Fulton Street.

¹⁰ "Current" and "Proposed" percentages presented in Table 15 are rounded values. "Difference" is calculated based on actual values.

Map 8: Proposed Richmond District

**SFPD District Station Map - Proposed Districts
Richmond**

- Current Districts
- Proposed Districts
- ☆ SFPD New Southern Station



Southern District, Company B, has a population of 44,033 and covers 6.4 percent of the land mass in the City. The area is mixed-use commercial and residential and rapidly growing, with sporting venues, housing, businesses, and some tourism. The district is comprised of many neighborhoods that include the growing SOMA and Treasure Island areas. New development includes housing in eastern SOMA and mixed-use commercial and residential units in western SOMA. The district contains five schools, six healthcare centers, 69 alcohol outlets, 38 SROs, 14 senior centers, and one public housing facility.

From 2008 to 2013, the Southern District handled 13.6 percent of all calls and 18.0 percent of the incidents. If the proposed boundary lines were in place during this time, the Southern District would have handled 8.9 percent (-4.7 difference) of all calls and 13.0 percent (-5.0 difference) of the incidents.

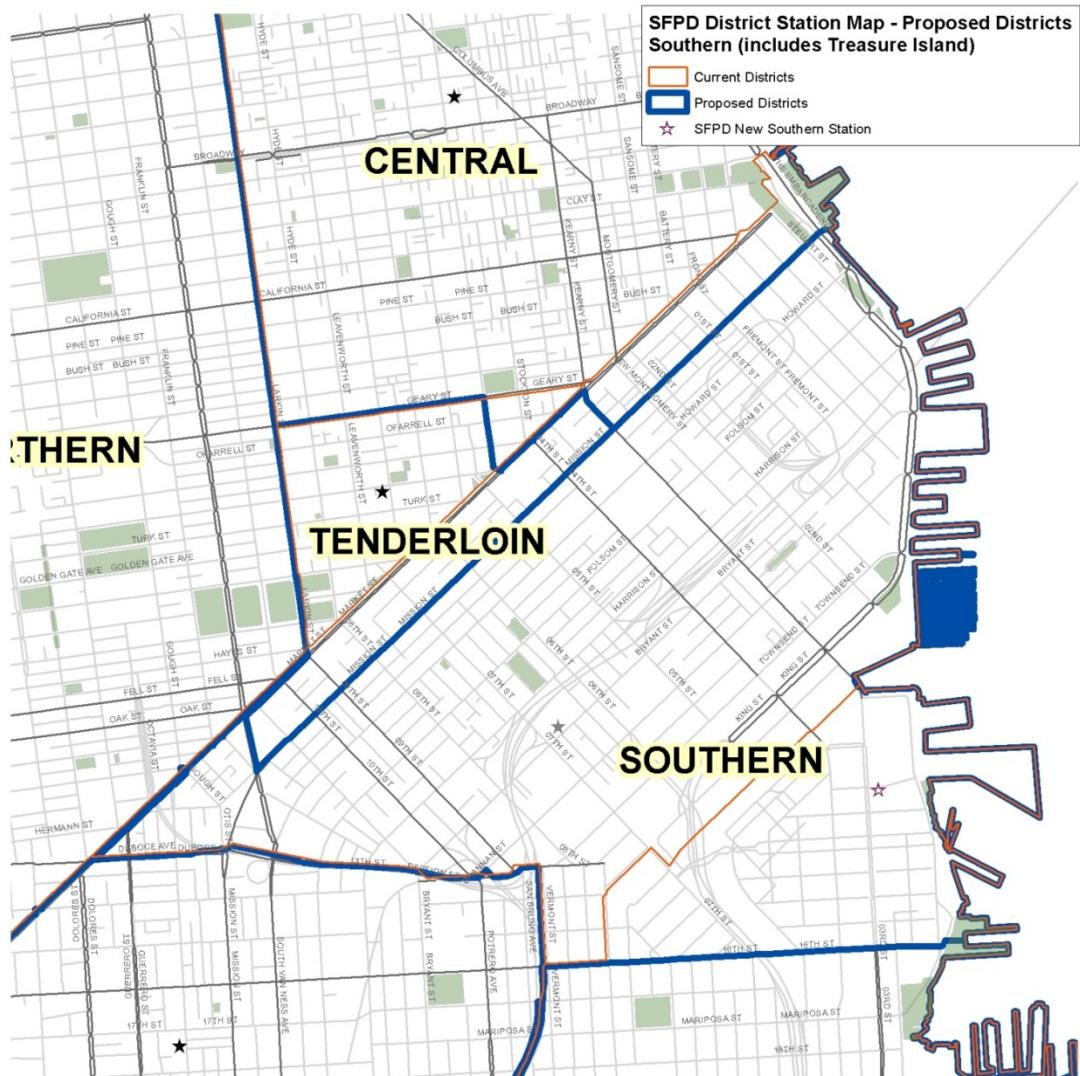
The table below shows the percent difference in the key data and infrastructure in the Southern District as part of the citywide total for the current district boundary lines and proposed line changes.

Table 16: Southern – Key Data and Infrastructure – Current vs. Proposed

Southern - Key Data and Infrastructure - Current vs. Proposed			
Data / Infrastructure	Current	Proposed	Difference
CAD 2008-2013	13.6%	8.9%	-4.7%
CABLE 2008-2013 (20%)	18.0%	13.0%	-5.0%
Population	5.5%	5.2%	-0.3%
Housing	33.0%	36.5%	3.5%
Area	6.4%	7.2%	0.8%
Priority A	57,266	37,921	-19,345
Priority B	143,421	92,143	-51,278
Priority C	341,244	219,969	-121,275
Schools	5	5	0
Healthcare	6	4	-2
Alcohol Outlets	69	59	-10
SROs	38	26	-12
Senior Centers	14	12	-2
Public Housing Facilities	1	1	0

The map on the next page shows the proposed Southern District. The northern border for the Southern District starts along its current border of Market Street until South Van Ness Street where the border drops south to Mission Street where it extends east to the San Francisco Bay. The western border remains the same, while the southern border changes from Mission Creek Channel/China Basin south to 16th Street. Treasure Island remains in the Southern District. The Southern District will have responsibility for both sides of the following streets: Mission Street, 16th Street, South Van Ness Street from Market to Mission, Market Street from South Van Ness to Duboce.

Map 9: Proposed Southern District



Taraval District, Company I, has a population of 151,815 and covers 23.9 percent of the land mass in San Francisco. The area is mostly residential. The district is comprised of many neighborhoods that include the Sunset, Merced, Oceanview, Ingleside, and Parkside. There is little new development. The district contains 47 schools, four healthcare facilities, 79 alcohol outlets, 11 senior centers, and five public housing facilities.

From 2008 to 2013, the Taraval District handled 8.4 percent of all calls and 7.7 percent of the incidents. There are not any changes to the Taraval District.

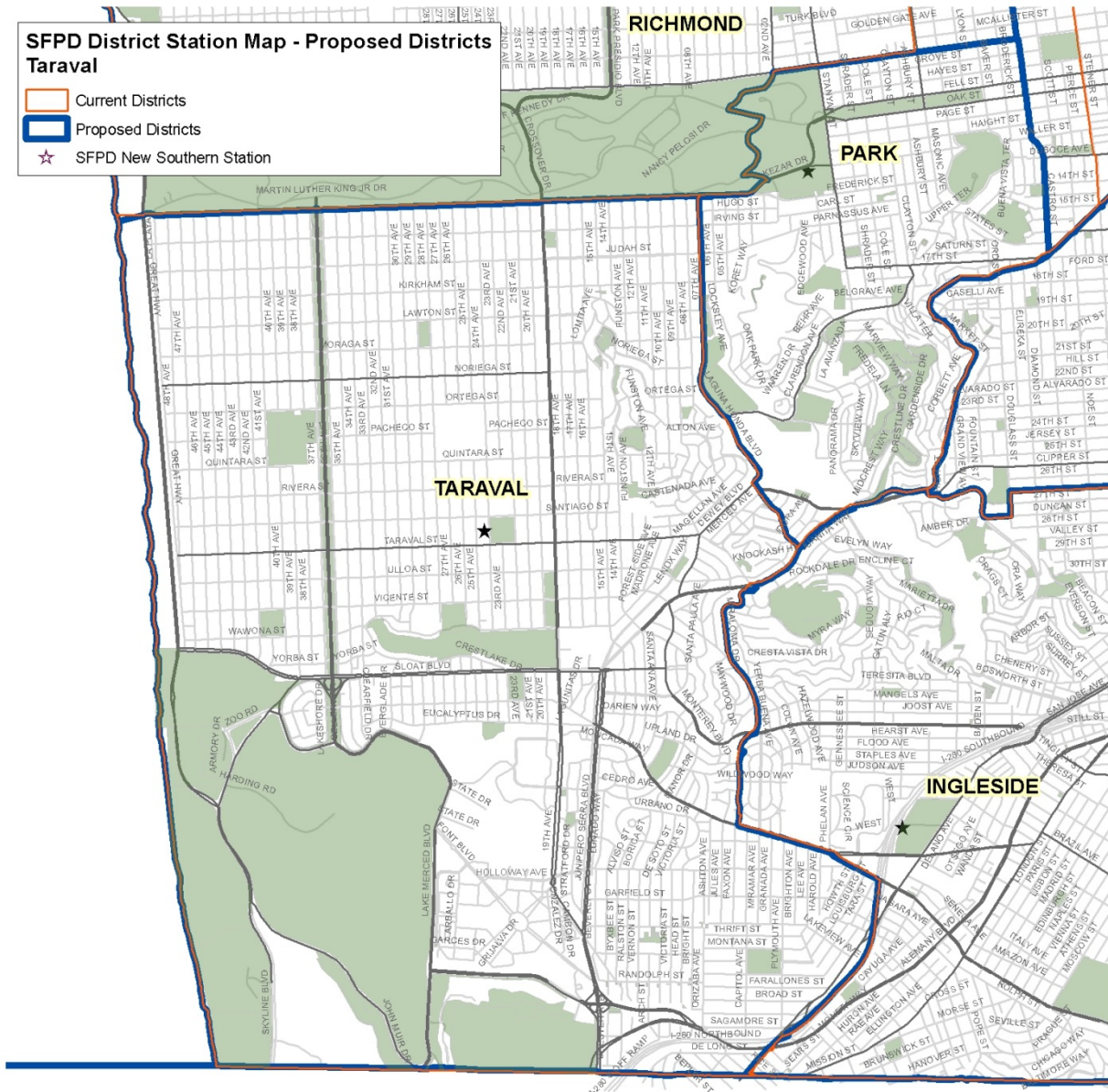
The table below shows the percent difference in the key data and infrastructure in the Taraval District as part of the citywide total for the current district boundary lines and proposed line changes.

Table 17: Taraval – Key Data and Infrastructure – Current vs. Proposed

Taraval - Key Data and Infrastructure - Current vs. Proposed			
Data / Infrastructure	Current	Proposed	Difference
CAD 2008-2013	8.4%	8.4%	0.0%
CABLE 2008-2013 (20%)	7.7%	7.7%	0.0%
Population	18.9%	18.9%	0.0%
Housing	17.5%	17.5%	0.0%
Area	23.9%	23.9%	0.0%
Priority A	28,597	28,597	0
Priority B	69,992	69,992	0
Priority C	223,752	223,752	0
Schools	47	47	0
Healthcare	4	4	0
Alcohol Outlets	79	79	0
SROs	0	0	0
Senior Centers	11	11	0
Public Housing Facilities	5	5	0

The map on the next page shows the proposed Taraval District. Under the proposed redistricting, the Taraval District will not change.

Map 10: Proposed Taraval District



Tenderloin District, Company J, has a population of 22,774 and covers 0.5 percent of the land mass in the City. The area is residential, comprised of; mostly Single Room Occupancy hotels (SROs) and very densely populated. There is potential for development of residential towers. The district contains three schools, six healthcare facilities, 34 alcohol licenses, 80 SROs, ten senior centers, and four public housing facilities.

From 2008 to 2013, the Tenderloin District handled 8.8 percent of all calls and 9.7 percent of the incidents. If the proposed boundary lines were in place during this time, the Tenderloin District would have handled 12.0 percent (+3.2 difference) of all calls and 12.6 percent (+3.0 difference) of the incidents.

The table below shows the percent difference in the key data and infrastructure in the Southern District as part of the citywide total for the current district boundary lines and proposed line changes.

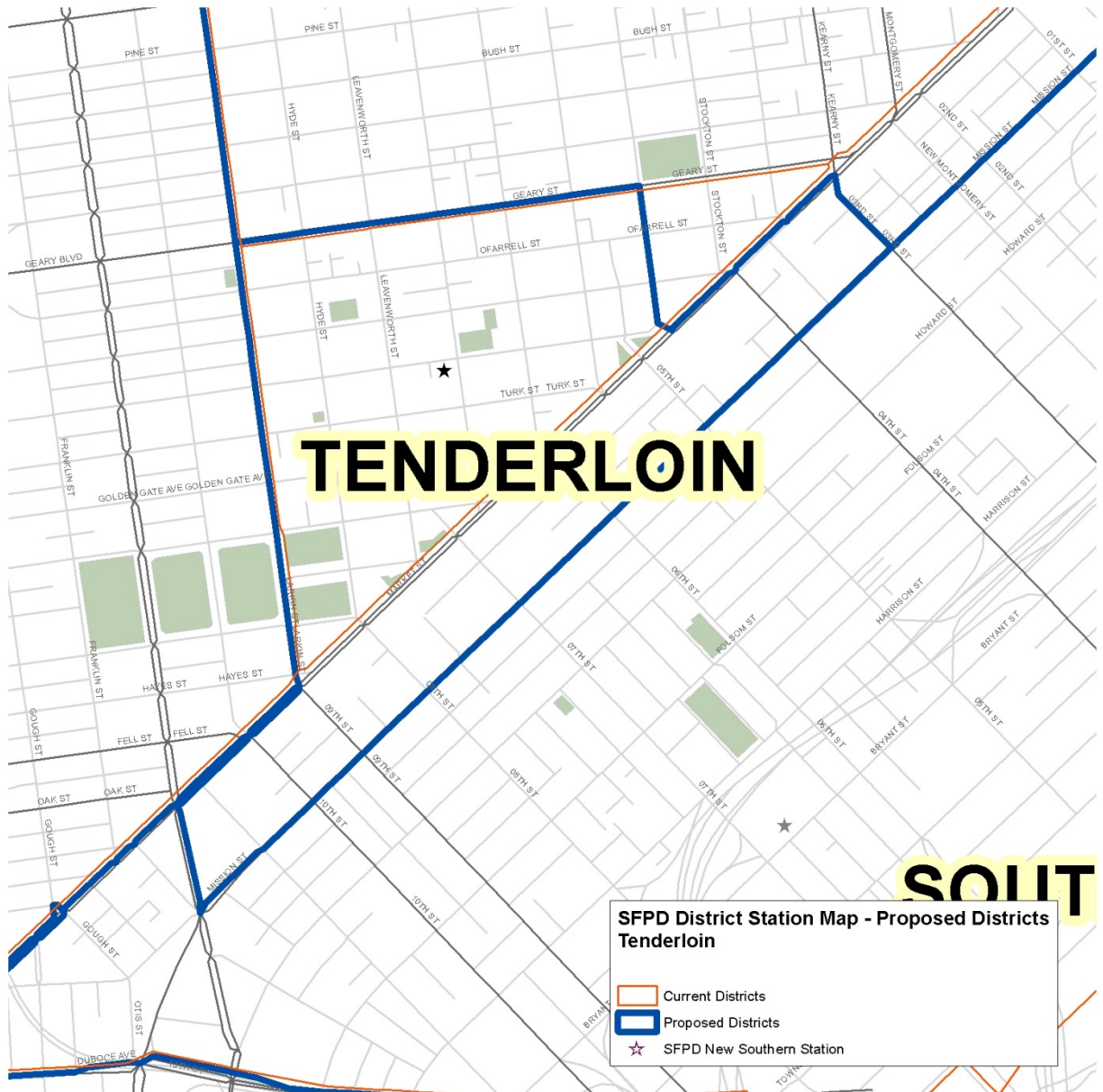
Table 18: Tenderloin – Key Data and Infrastructure – Current vs. Proposed

Tenderloin - Key Data and Infrastructure - Current vs. Proposed			
Data / Infrastructure	Current	Proposed	Difference ¹¹
CAD 2008-2013	8.8%	12.0%	3.2%
CABLE 2008-2013 (20%)	9.7%	12.6%	3.0%
Population	2.8%	3.2%	0.4%
Housing	0.9%	3.7%	2.8%
Area	0.6%	0.8%	0.2%
Priority A	37,216	49,962	12,746
Priority B	82,940	109,370	26,430
Priority C	241,916	327,393	85,477
Schools	3	3	0
Healthcare	6	7	1
Alcohol Outlets	34	37	3
SROs	80	92	12
Senior Centers	10	12	2
Public Housing Facilities	4	4	0

The map on the next page shows the proposed Tenderloin District. The northern border for the Tenderloin District includes the current border of Geary Street, but rather than continuing to Market Street, the border goes south on Powell Street then northeast to Market Street at 3rd Street. The Tenderloin District will have responsibility for both sides of the following streets: Larkin from Market to Geary, Market from South Van Ness to Larkin Street, Market Street from Powell Street to 3rd Street, and 3rd Street from Market to Mission Street.

¹¹ "Current" and "Proposed" percentages presented in Table 18 are rounded values. "Difference" is calculated based on actual values.

Map 11: Proposed Tenderloin District



E. Conclusion

The following section provides a short summary of the district boundary analysis project to date, the next steps in the process related to the proposed maps, and future strategies for the SFPD to consider.

Summary of the District Boundary Analysis Project

In the fall of 2013, the Controller's Office sought a vendor to conduct a district boundary analysis in collaboration with the SFPD. The primary project driver was that the City was building a new Southern Police Station in the footprint of the Bayview District that will be opening in early 2015. In addition, the City expects changes in its residential and commercial development.

The project began in April of 2014. From April through October 2014, PSSG conducted interviews with SFPD personnel and other city stakeholders, and met with an assigned Working Group and Steering Committee to review data, create maps, and discuss the implication of district boundary line changes.

The SFPD and PSSG presented the proposed district boundary line changes to the Police Commission on December 10, 2014. The presentation started a 90-day public comment period. During this time the SFPD will conduct community outreach in the impacted districts to gather reaction from those that live and work in the districts.

Next Steps for Evaluating the Proposed District Boundary Lines

As required in the BOS legislation, the Police Commission shall consider the District Station Boundary Analysis report, recommendations from the Chief, and any other information it deems relevant, and shall propose changes to district station boundaries where appropriate. During the 90-day period, the Commission may hold hearings, take testimony, consider written comments, and revise the initial proposal. After a minimum of 90 days from the posting of the initial proposal, the Commission may adopt new station boundaries (refer to BOS legislation in Section F for additional information), or request changes.

In consultation with DEM, SFPD anticipates that new district station boundary lines will be implemented 30-45 days after the Police Commission's approval.

Additional Areas for SFPD Consideration

There are several areas which the SFPD can consider that would supplement the district boundary line analysis, inform future decision making, and improve policing services. These areas include the following:

Staffing Analysis

District and Specialty Assignments

- This analysis should be completed routinely (bi-weekly or monthly) so that reports are produced and archived in order to analyze workload in relation to calls for service, incidents, and patrol level staffing.

Civilianization

- This analysis should be completed to determine what positions can be filled with civilian staff, freeing sworn department members to perform services that only sworn personnel can perform. This effort could reallocate additional officers at the district level, easing the disparity in workload differences due to the disparate level of calls for service and workload across districts.

Sector Car Analysis of CAD/CABLE

- This analysis should be completed to determine the calls for service and incidents at a more detailed level than just looking at the district in its totality.

Parity

- The analysis should be conducted in terms of call loading per officer, rather than per district. The discussion of parity needs to look at the calls for service, incidents, and arrests per person across the city in order to balance the workload by assigning personnel according to the amount of activity requiring a police response in the district. Parity citywide cannot be achieved with district boundary lines, but rather staffing reallocation.

Response Time Analysis

- The analysis for response time should routinely occur, as has been the past practice of the SFPD. Once new district lines are set, the SFPD should monitor response times to determine if there are any changes.

Investment in Data Management

- The software and databases used by the SFPD require improvements. For example, the recording of information for events is largely paper based and varies from district to district. The information that is contained in the CABLE system contains limited information and the information contained is not kept in a consistent manner. The homicide data is stored

in department developed files - either Excel or Word - and vary from year to year in terms of layout and content.

- The SFPD does not consistently record time spent on community engagement or administrative tasks, which makes it difficult to determine the time spent working with the community on administrative functions.
- The data sets provided contain errors which impact analysis. A data validation and quality control strategy would improve the data accuracy and quality, allowing the SFPD to better track and use information for decision making.

Alternative Deployment / District Staffing Structure

- The crime trends show that crime is concentrated in certain areas of the city, which currently span across multiple districts. If the SFPD were to consider alternative strategies that maintain community based services and access, they may be able to more effectively address the crime issues.

Comprehensive Facilities Plan

- The SFPD has several aging and inadequate facilities. Improving and rebuilding facilities is expensive. Determining which facilities can be improved and expanded is an important step in the long term strategy for policing on a district level.

Considering these areas and developing a plan for implementation will assist the SFPD in future planning and policing in the city.

F. Attachment A: Board of Supervisors Legislation

Board of Supervisors Mandate for District Boundaries Analysis

SEC. 2A.86. BOUNDARIES OF POLICE DEPARTMENT DISTRICT STATIONS

(a) Ten-Year Review. The boundaries of Police Department district stations should operate to maximize the effectiveness of police operations and the efficient use of police resources. No less than once every ten years, the Police Commission, in consultation with the Chief of Police, shall complete a comprehensive review of district station boundaries and make adjustments as appropriate.

(b) Data and Factors for Consideration. The Police Commission, in consultation with the Chief of Police, shall base the review of station boundaries on the following:

- (1) Population data, including, but not limited to, the results of the decennial federal census;
- (2) Data regarding nonresidents, including visitors, shoppers, workers, and tourists who spend time in San Francisco;
- (3) Proposed development or other activities that are likely to significantly alter the population of residents or nonresidents in the following ten year period;
- (4) Landscape features, whether natural or constructed, such as hills, waterways, major streets or transit lines, shopping districts, residential developments and parks;
- (5) Boundaries of neighborhoods and cohesive communities;
- (6) Areas with higher-than-average concentrations of children, youth, and the elderly;
- (7) Number, type, and frequency of policing activities, including calls for service and arrests;
- (8) Anticipated needs for police resources, including, but not limited to, adequate staffing for (i) foot beats and community policing efforts, (ii) areas experiencing or at-risk for higher-than-average crime, and (iii) areas with a special need for policing services due to lower-than-average arrest and conviction rates;
- (9) Capacity of police resources, including, but not limited to, district station facilities, information technology, communications systems, and police personnel;
- (10) Neighborhood and community input; and
- (11) Other relevant factors as determined by the Police Commission and the Chief.

(c) Review and Adoption of New Boundaries. No later than the first January 1st following official publication of the results of the federal decennial census, the Chief of Police shall develop and submit to the Police Commission a work plan for a comprehensive review of district station boundaries. The work plan shall

include timelines, a budget, and identification of functions that can best be performed by technical experts in other City departments or from outside the City.

Consistent with implementation of the work plan, including appropriate budgetary support for the project, the Chief of Police shall review the station boundaries, including all data described above. The following shall provide technical assistance to the Chief of Police, as requested; the Controller, the Director of the Mayor's Office of Criminal Justice, the Director of Planning, and any other officers or employees engaged in planning, forecasting, building, or population analysis. As part of the review, the Chief, with the assistance of the Mayor's Office of Criminal Justice and any expert identified or retained to manage the project, shall conduct public hearings and gather input from all affected communities.

Based on consideration of all relevant information, the Chief shall submit to the Police Commission a report analyzing the existing boundaries and making a recommendation for boundary changes, if any are warranted. The Chief shall submit the report and recommendation no later than the second January 1st following official publication of the results of the federal decennial census.

The Police Commission shall consider the Chief's report and recommendations, and any other information it deems relevant, and shall propose changes to district station boundaries where appropriate. The Commission shall forward any proposed-to-adjust station boundaries to the Mayor and the Board of Supervisors. The Commission also shall post the proposal at the Commission offices, outside the Commission's regular meeting location, and on the City's website, and shall send a copy to the Public Library. The Commission shall allow a minimum of ninety (90) days from the date of posting for public comment, before taking final action to adopt new station boundaries. During the 90-day period, the Commission may hold hearings, take testimony, consider written comments, and revise the initial proposal. After a minimum of ninety (90) days from the posting of the initial proposal, the Commission may adopt new station boundaries.

The Commission, in consultation with the Chief, may set an effective date for implementation of the new boundaries, which shall occur no later than eighteen (18) months from the posting of the initial proposal.

(d) Transition Provision. The Chief shall conduct the first boundary review described in this Section and submit recommendations to the Police Commission no later than January 1, 2008. Thereafter, the Chief shall conduct the review and submit recommendations according to the timelines described above. After January 1, 2008, the Clerk shall delete this Section 2A.90(d) from the Code.

(Added by Ord. 243-6, File No. 060795, App. 10/4/2006)

G. Attachment B: Data Processing Summary

Data Analysis Review

To make informed decisions about the process and results, final recommendations are dependent on reliable data. PSSG requested several data elements, including calls for service, crime data, department staffing, shootings, homicides, events, field interview cards, citation, and collision data for January 1, 2008, through December 31, 2013.

Limitations with SFPD Data

The lack of technology for data analysis and extraction hampered not only this project but also ongoing data analysis in the City. While in the future, the SFPD plans to correct this through use of the recently created Crime Data Warehouse, looking at historical data presents challenges.

SFPD uses several department created databases for incidents such as homicides and shootings, but they vary from year to year. Information on events is largely kept by hand at the district level, but there is some data stored electronically that consists of the event name, date, and operational orders. The event database is kept with common names for locations rather than street addresses and the database does not contain specific route information for events such as races or parades. The gaps and difference in data prevents detailed analysis.

This rest of this section provides specific examples of deficiencies in data collection, archiving, and retrieval that impact not only the current studies, but also for using the data to develop and implement crime prevention strategies, report to agencies such as the Federal Bureau of Investigation, and appropriately plan for staffing and resource allocation.

CABLE Data

The CABLE system is the City's crime reporting system. An electronic data storage system for all offenses reported to the SFPD, CABLE is designed to capture and store information about offenses, suspects, victims, and offense locations.

PSSG received crime-reporting data covering the period of January 1, 2008, to December 31, 2013. The CABLE database contained 723,263 incident records. The CABLE records used represent a random 20% sample, which is an acceptable sample size for the total number of records.

The annual totals and duplicate entries for each year appear in the following tables.

Table 19: CABLE Records 2008 - 2013

Year	Total Number of Incidents Analyzed	Percent of All Incidents
2008	128,491	17.8%
2009	118,082	16.3%
2010	111,949	15.5%
2011	112,375	15.5%
2012	121,456	16.8%
2013	130,910	18.1%
Total	723,263	100.0%

Table 20: Duplication Frequency for CABLE Data 2008 - 2013

Duplication Frequency for CABLE Data 2008 - 2013				
Year	Primary Case	Duplicate Case	Percent of Duplicates	Total
2008	120,040	8,451	6.6%	128,491
2009	111,943	6,139	5.2%	118,082
2010	103,945	8,004	7.1%	111,949
2011	102,616	9,759	8.7%	112,375
2012	110,042	11,414	9.4%	121,456
2013	117,376	13,534	10.3%	130,910
Total	665,962	57,301	7.9%	723,263

Computer Aided Dispatch (CAD) Data

CAD files are data records for SFPD's dispatch system, including calls for service SFPD receives and records of officer-initiated activities. The total number of CAD records reviewed was 8,521,696.

Table 21: SFPD CAD Records 2008 – 2013

Year	Total Number of Calls	Percent of All Calls
2008	1,643,151	19.3%
2009	1,535,818	18.0%
2010	1,445,998	17.0%
2011	1,322,323	15.5%
2012	1,295,312	15.2%
2013	1,279,094	15.0%
Total	8,521,696	100.0%

Response Time Analysis

PSSG constructed tables of response times for each district by priority A, B, and C call types and by the constructed crime categories. It conducted this analysis for the sectors, as well. The response time breakdowns consisted of the time the call was received to the time of dispatch, dispatched to arrive, arrived to time cleared of the call, and time the call was received to the time the call was cleared.

Many records contained negative and/or unusable numbers. The unusable numbers resulted from missing values either on the arrival or cleared times. The total number of records for each year that were eliminated from the analysis appears in the table below. Despite the elimination of unusable records, the sample size was large enough to obtain trend data.

Table 22: Records Eliminated from Response Time Analysis

Year	Total Number of Calls	Total Number of Calls Eliminated	Percent of All Calls Eliminated
2008	1,643,151	752,206	45.8%
2009	1,535,818	720,582	46.9%
2010	1,445,998	701,150	48.5%
2011	1,322,323	687,271	52.0%
2012	1,295,312	685,504	52.9%
2013	1,279,094	708,758	55.4%
Total	8,521,696	4,255,471	49.9%

Human Resource Management System (HRMS)

The HRMS contains SFPD personnel information related to staffing. SFPD did not provide actual staffing numbers for each district, but rather provided PSSG with the raw data files. PSSG used the raw HRMS files to create snapshots of the officers assigned to patrol on selected days. The HRMS data base contains errors such as listing both “Motorized Patrol” and “Motorized Ptrl.” as deployment options and “Northern” and “Northern Station” as assigned locations

TransBase

The City provided the TransBase information. Transbase contained several of the key variables related to traffic, city infrastructure, and population density. PSSG used the TransBase to create maps and corresponding data for the Working Group to review.

SFPD Databases

The SFPD provided PSSG with internal data based on field investigations, collisions, citations, homicides, shootings, gang locations, and events. PSSG cleaned and coded this information to develop maps the Working Group reviewed.

H. Attachment C: Supporting Data

The following section provides a summary of data used during the project.

The charts below show a comparison of key infrastructure comparing the current with the proposed districts. The BOS legislation (see Appendix F) requires review of data related to areas of special populations, including higher than average concentrations of children, youth, and the elderly. The Working Group reviewed key infrastructure and areas where special populations are located or areas which might need additional police resources.

Chart 1: Current and Proposed District Comparison of Schools

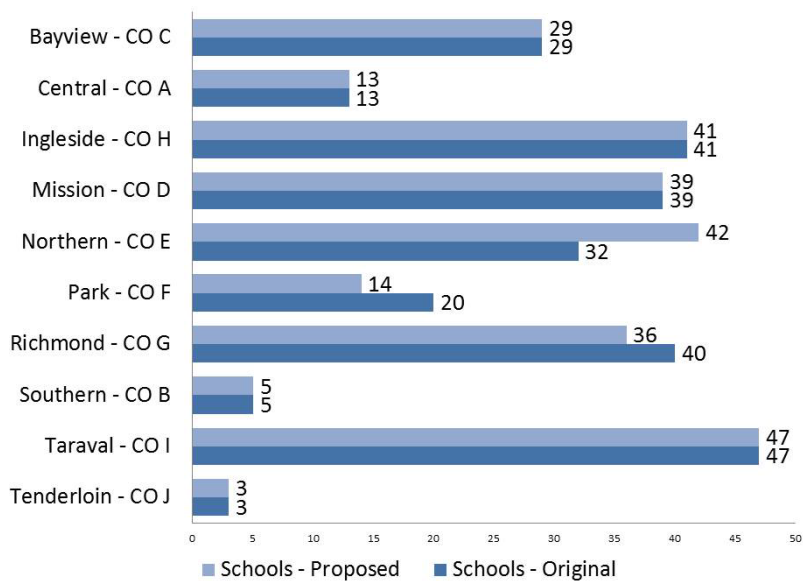


Chart 2: Current and Proposed District Comparison of Healthcare Facilities

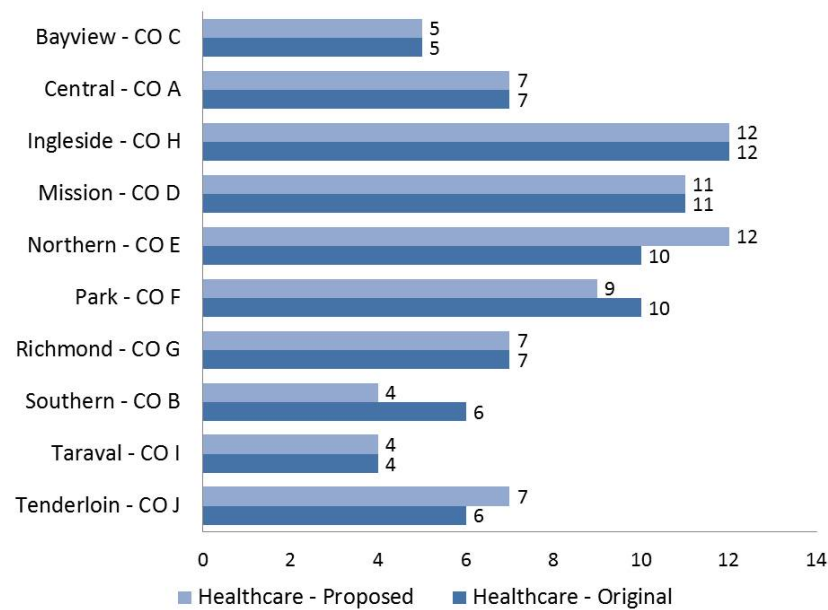


Chart 3: Current and Proposed District Comparison of Alcohol Outlets

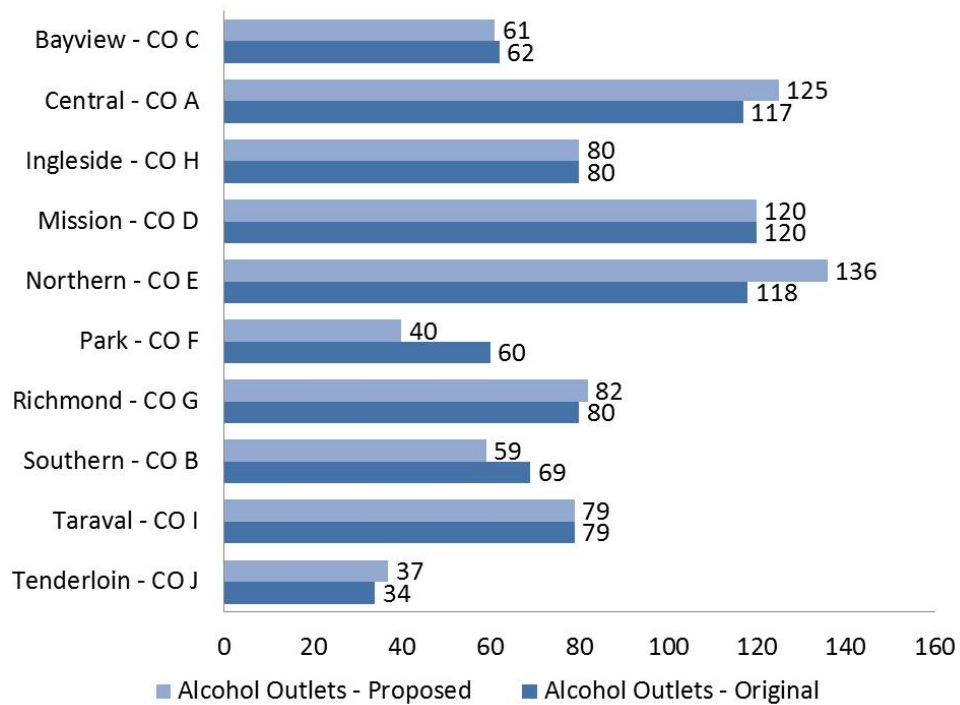


Chart 4: Current and Proposed District Comparison of SROs

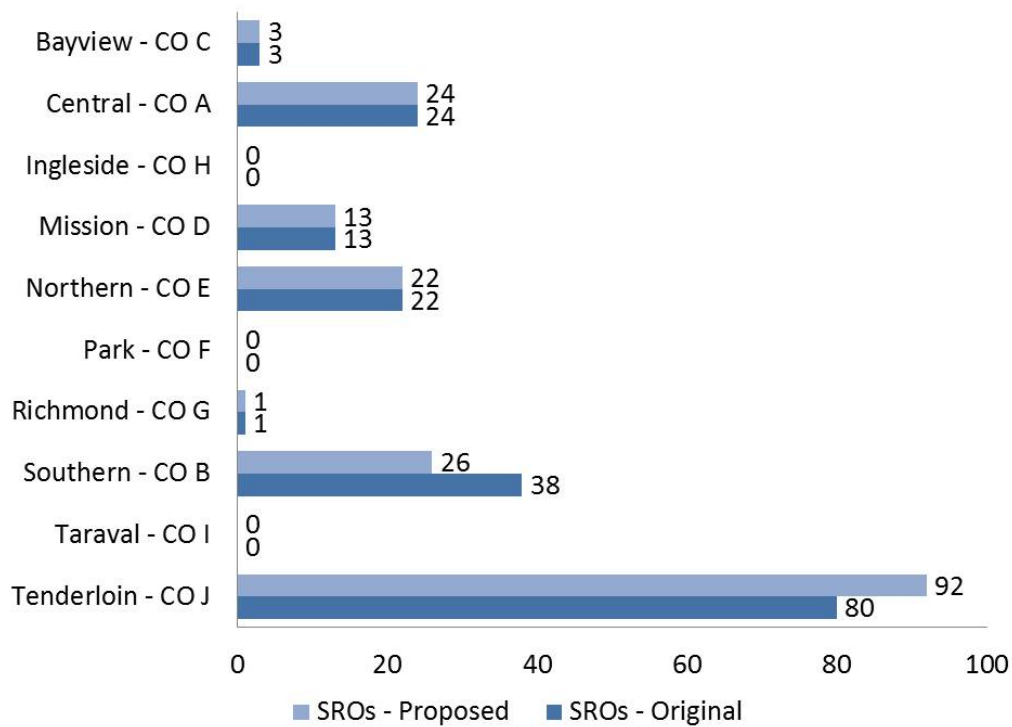


Chart 5: Current and Proposed District Comparison of Senior Centers

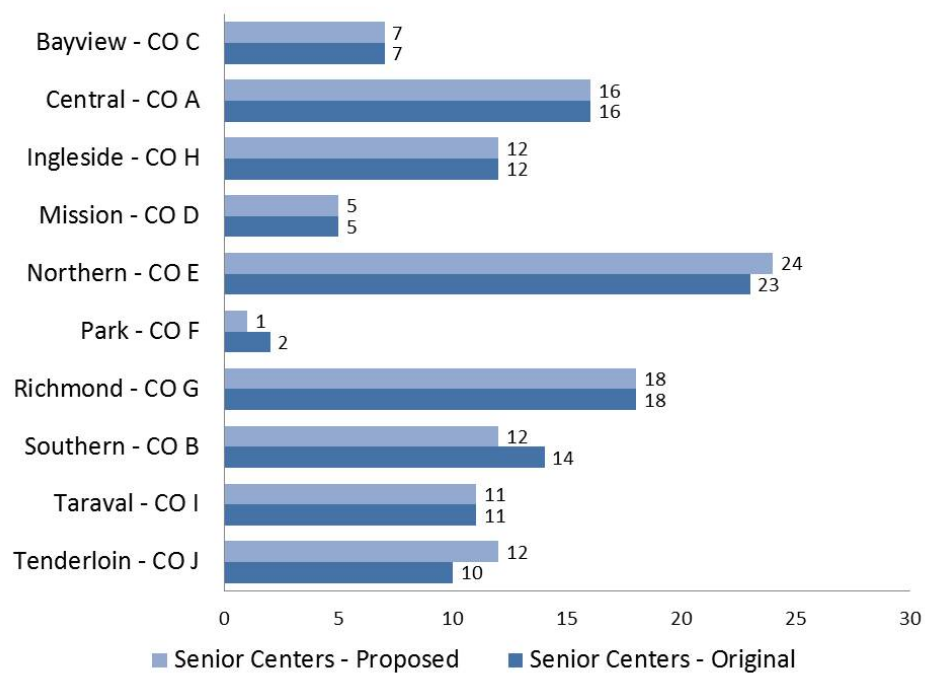
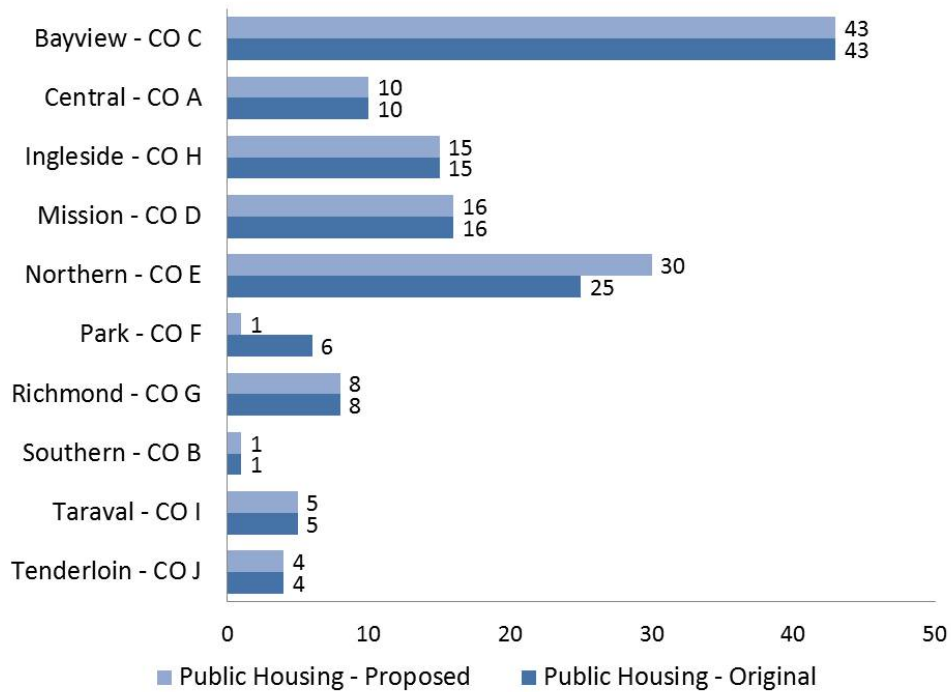


Chart 6: Current and Proposed District Comparison of Public Housing

The next series of charts show the proposed key data elements for each district. Key data elements were determined by the Working Group to be the most useful data points to consider when changing district boundary lines.

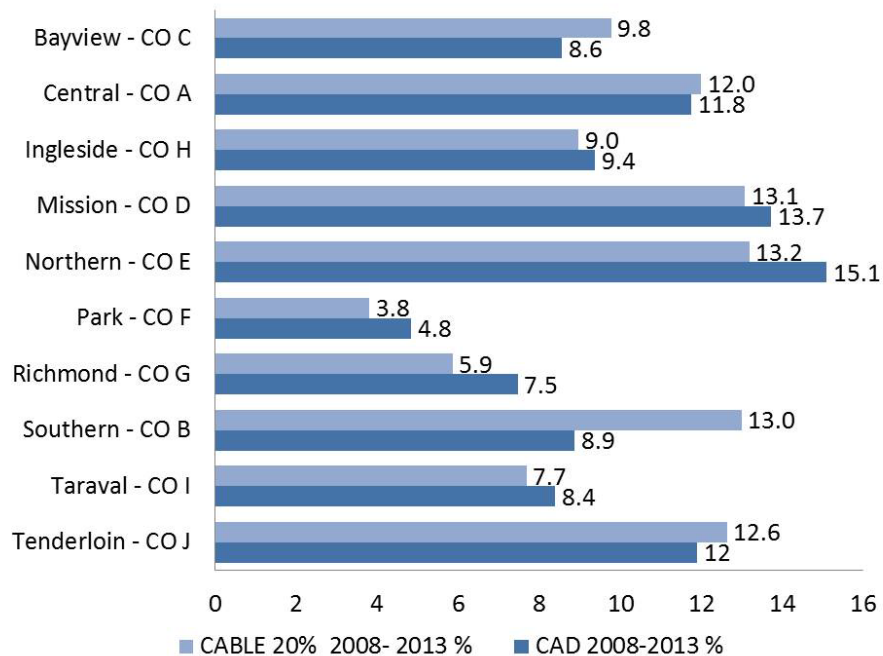
Chart 7: District by District Proposed Key Data Elements – CAD and CABLE

Chart 8: District by District Proposed Key Data Elements – Population, Housing, and Land Area

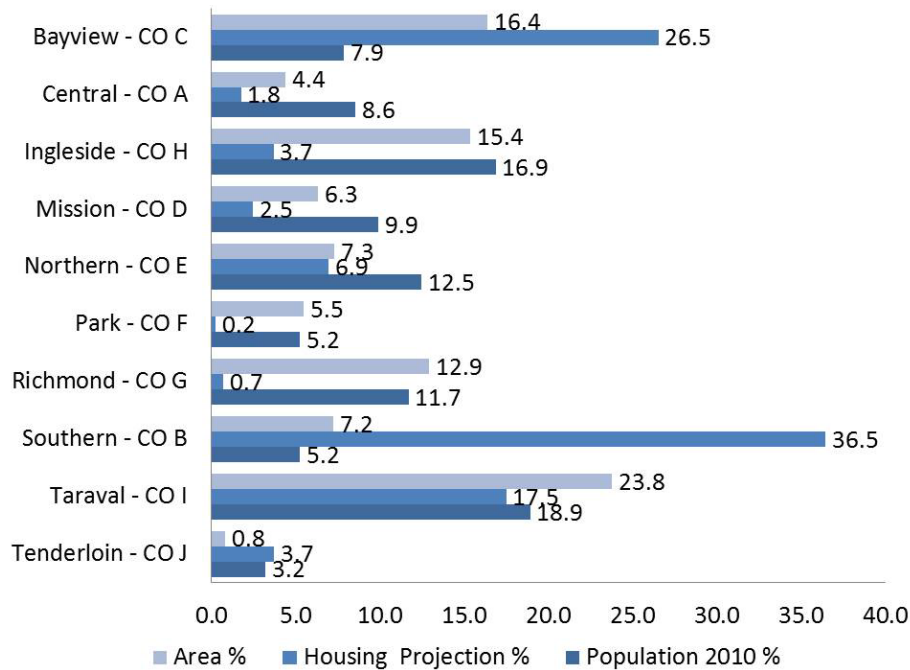
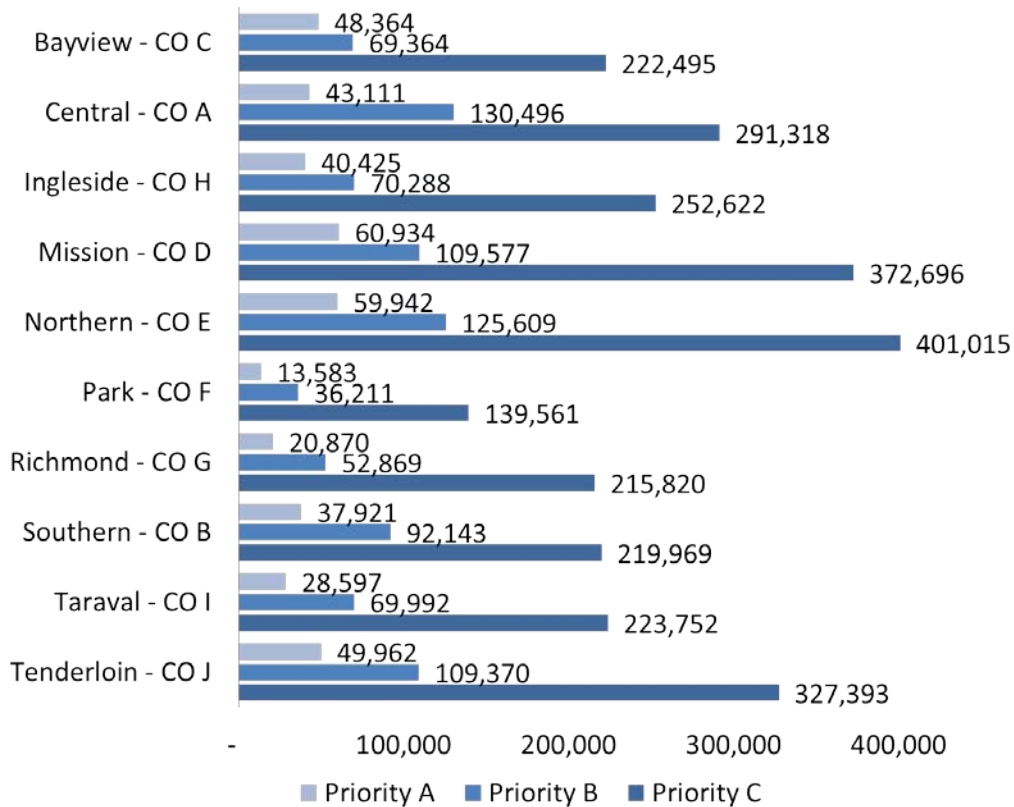


Chart 9: District by District Proposed Key Data Elements – Call Priority Level



The next series of charts show the difference between the current key data elements for the district lines as compared to the proposed district lines.

Chart 10: Current vs. Proposed CAD by District

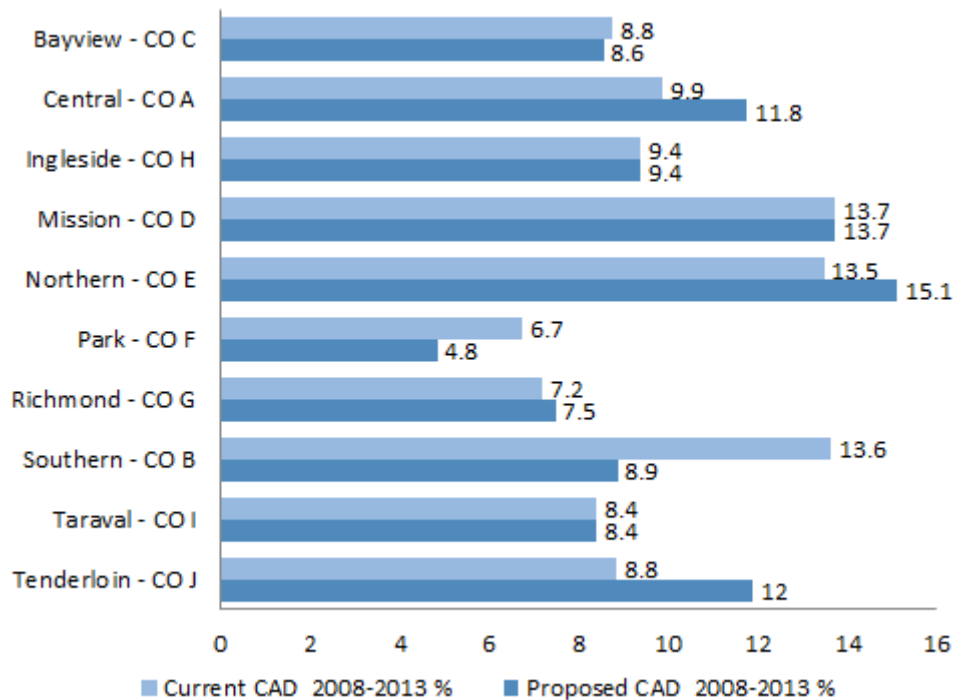


Chart 11: Current vs. Proposed CABLE by District

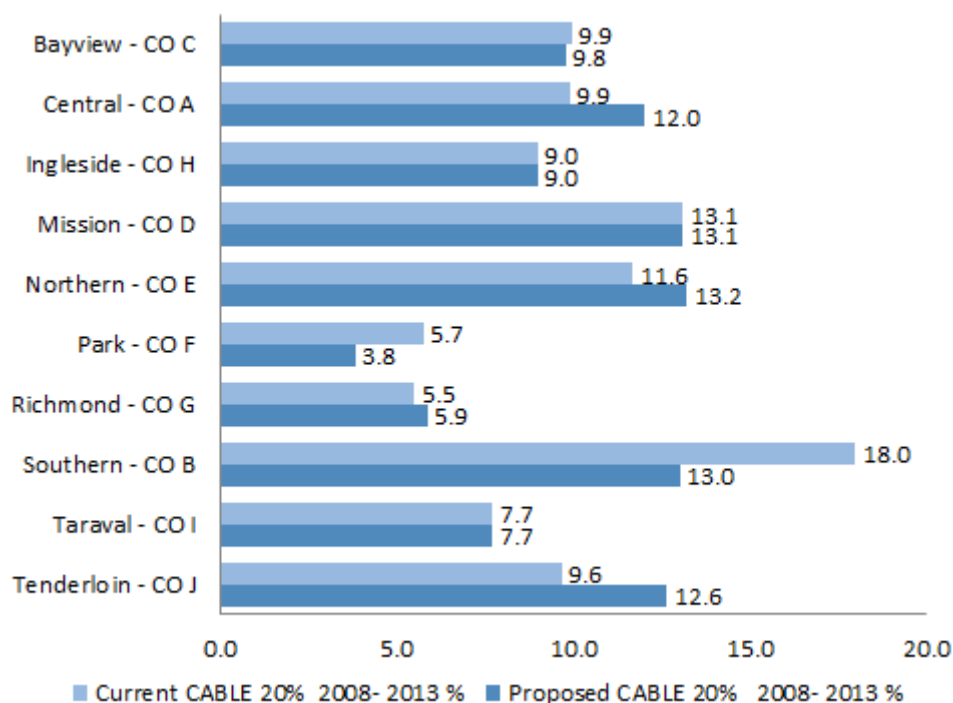


Chart 12: Current vs. Proposed Population by District

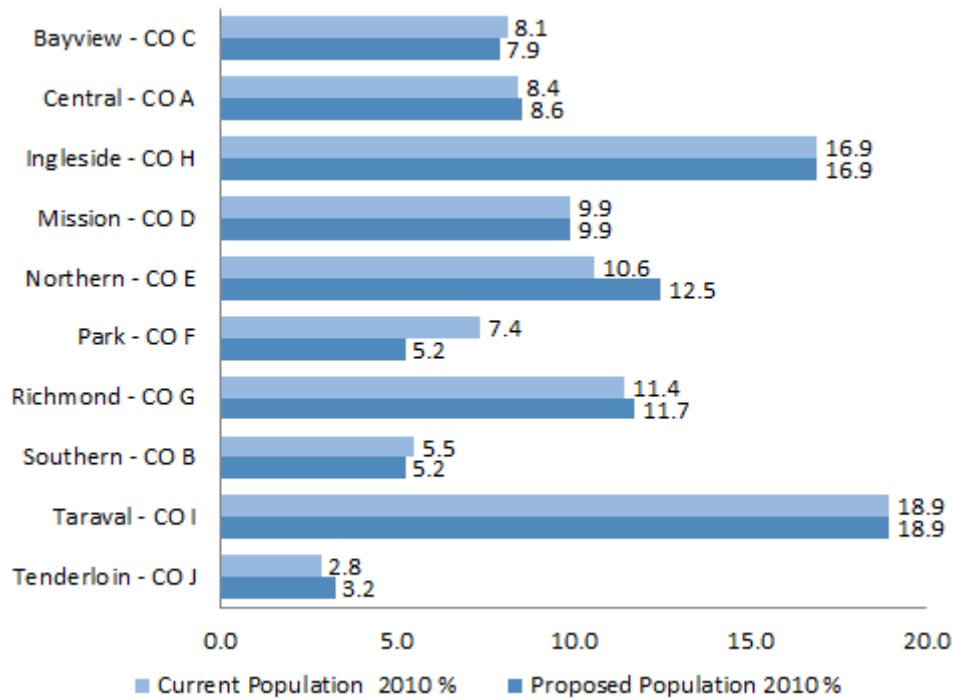


Chart 13: Current vs. Proposed Housing by District

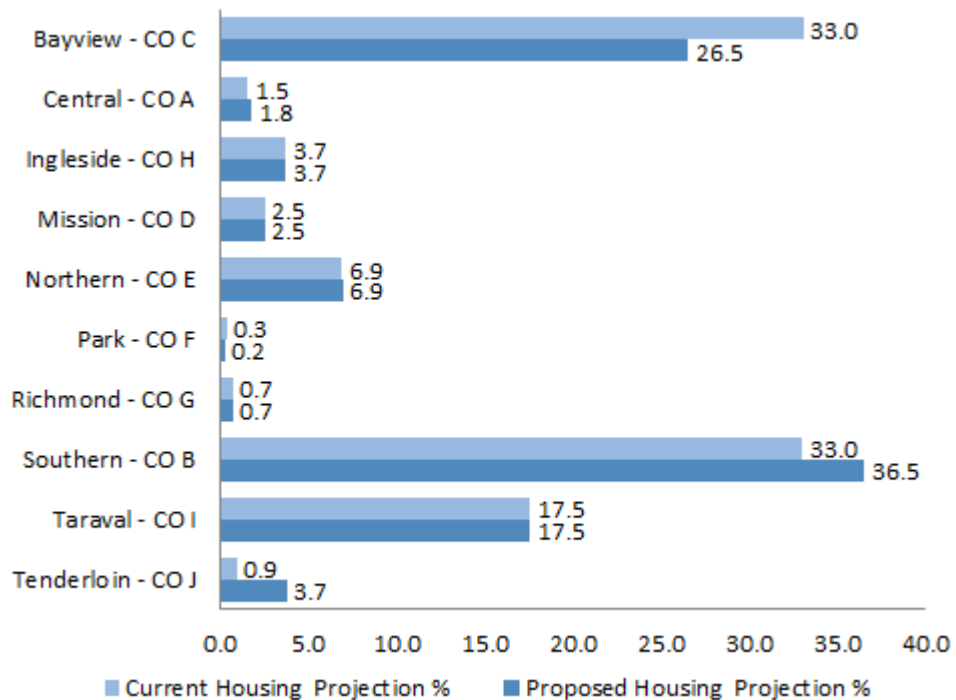


Chart 14: Current vs. Proposed Area by District

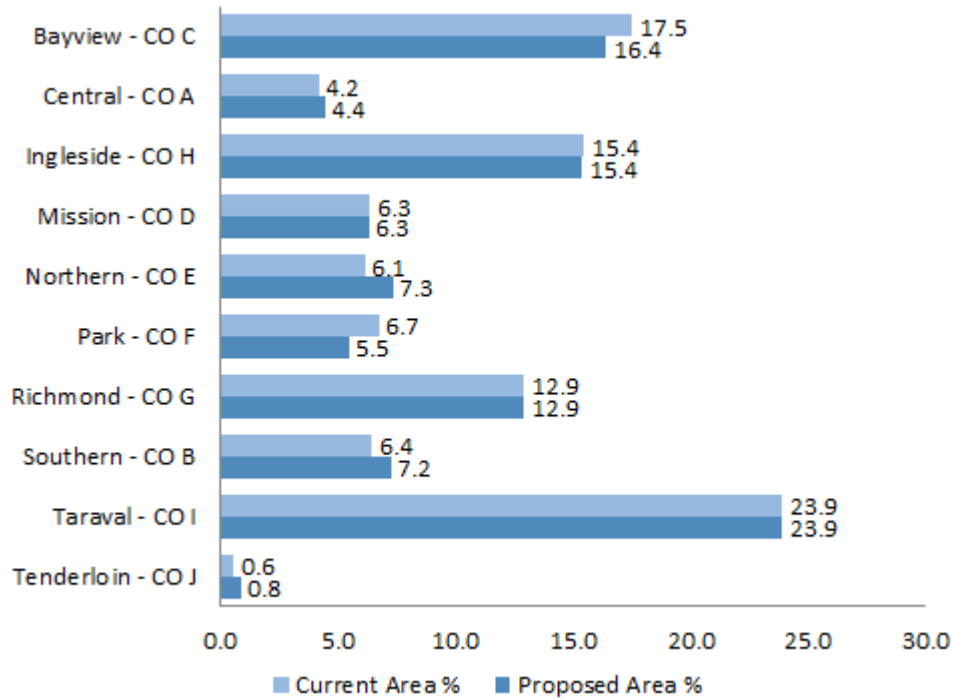


Chart 15: Current vs. Proposed Priority A by District

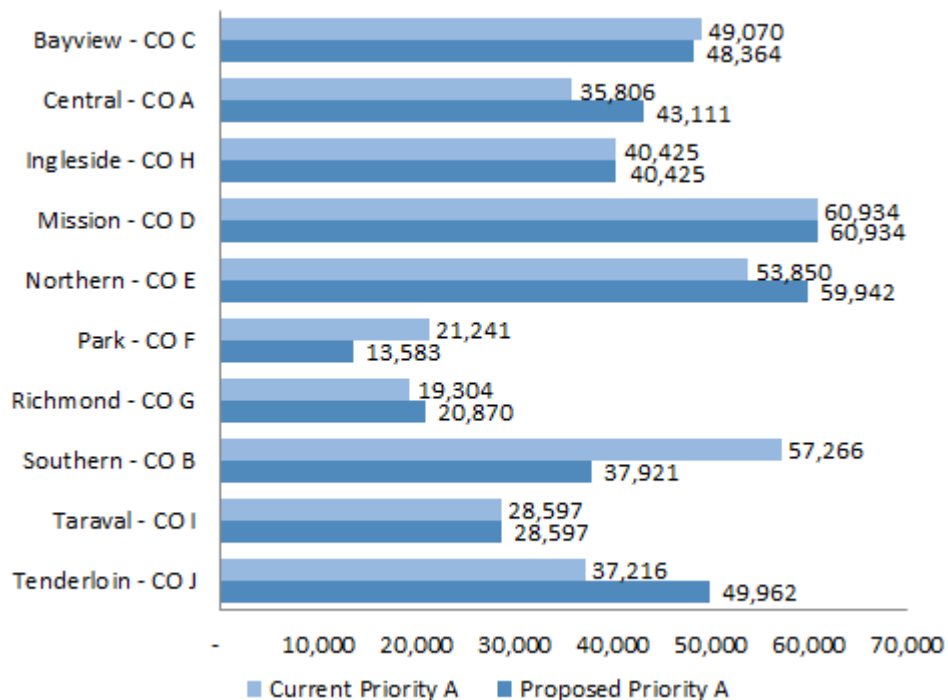


Chart 16: Current vs. Proposed Priority B by District

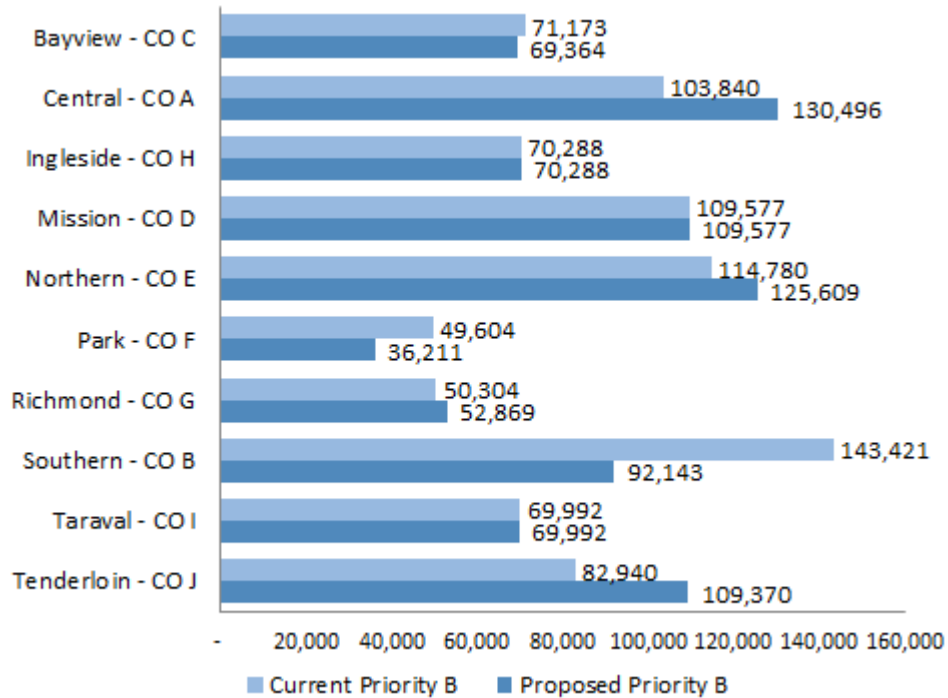


Chart 17: Current vs. Proposed Priority C by District

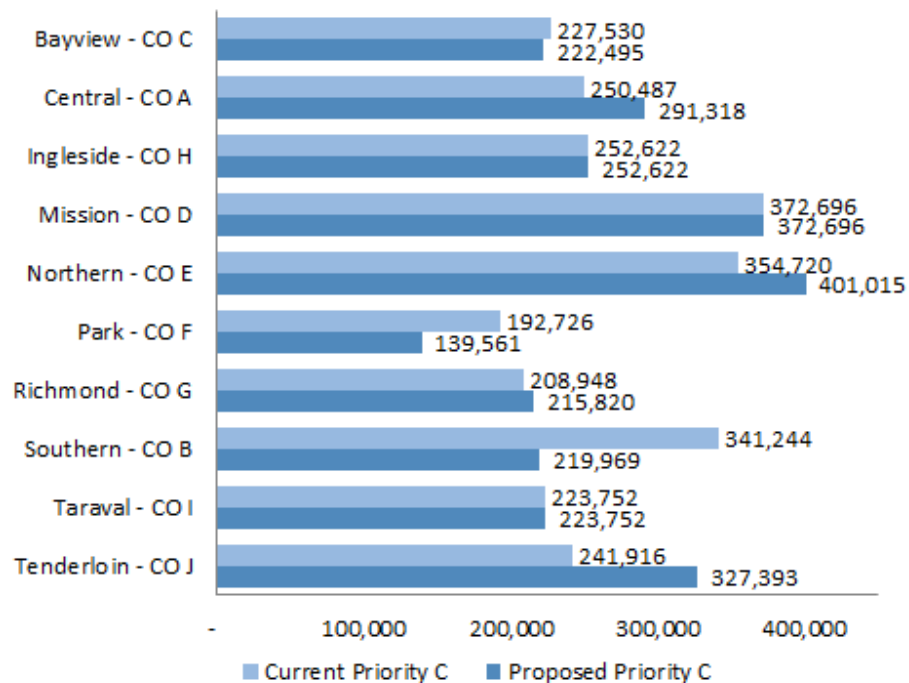


Table 23: Proposed District Boundary Lines - Data

Proposed District Boundary Lines - Data													
District / Company	CAD 2008-2013	CAD 2008-2013 %	CABLE 20% 2008 - 2013	CABLE 20% 2008-2013 %	Population 2010	Population 2010 %	Housing Projection	Housing Projection %	Area	Area %	Priority A	Priority B	Priority C
Bayview - CO C	360,405	8.6	12,124	9.8	63,249	7.9	15,205	26.5	7.4	16.4	48,364	69,364	222,495
Central - CO A	495,126	11.8	14,886	12.0	68,645	8.6	1,005	1.8	2.0	4.4	43,111	130,496	291,318
Ingleside - CO H	394,901	9.4	11,135	9.0	135,288	16.9	2,114	3.7	6.9	15.4	40,425	70,288	252,622
Mission - CO D	578,071	13.7	16,220	13.1	79,452	9.9	1,418	2.5	2.8	6.3	60,934	109,577	372,696
Northern - CO E	635,794	15.1	16,350	13.2	99,990	12.5	3,971	6.9	3.3	7.3	59,942	125,609	401,015
Park - CO F	203,671	4.8	4,714	3.8	41,925	5.2	132	0.2	2.5	5.5	13,583	36,211	139,561
Richmond - CO G	314,458	7.5	7,267	5.9	93,848	11.7	394	0.7	5.83	12.91	20,870	52,869	215,820
Southern - CO B	373,460	8.9	16,118	13.0	41,912	5.2	20,889	36.5	3.3	7.2	37,921	92,143	219,969
Taraval - CO I	353,690	8.4	9,530	7.7	151,815	18.9	10,024	17.5	10.7	23.8	28,597	69,992	223,752
Tenderloin - CO J	500,827	12	15,677	12.6	25,893	3.2	2,133	3.7	0.4	0.8	49,962	109,370	327,393
TOTAL	4,210,403	100.00	124,021	100.00	802,017	100.00	57,285	100.00	45.13	100.00	403,709	865,919	2,666,641

Table 24: Current District Boundary Lines - Data

Current District Boundary Lines - Data													
District / Company	CAD 2008-2013	CAD 2008-2013 %	CABLE 20% 2008 - 2013	CABLE 20% 2008-2013 %	Population 2010	Population 2010 %	Housing Projection	Housing Projection %	Area	Area %	Priority A	Priority B	Priority C
Bayview - CO C	368,519	8.8	12,333	9.9	65,171	8.1	18,924	33.0	7.86	17.5	49,070	71,173	227,530
Central - CO A	415,472	9.9	12,241	9.9	67,721	8.4	871	1.5	1.87	4.2	35,806	103,840	250,487
Ingleside - CO H	394,901	9.4	11,135	9.0	135,288	16.9	2,114	3.7	6.93	15.4	40,425	70,288	252,622
Mission - CO D	578,071	13.7	16,220	13.1	79,452	9.9	1,418	2.5	2.85	6.3	60,934	109,577	372,696
Northern - CO E	567,508	13.5	14,434	11.6	84,987	10.6	3,925	6.9	2.75	6.1	53,850	114,780	354,720
Park - CO F	283,765	6.7	7,109	5.7	59,023	7.4	199	0.3	3.03	6.7	21,241	49,604	192,726
Richmond - CO G	302,647	7.2	6,788	5.5	91,753	11.4	373	0.7	5.80	12.9	19,304	50,304	208,948
Southern - CO B	573,652	13.6	22,264	18.0	44,033	5.5	18,911	33.0	2.89	6.4	57,266	143,421	341,244
Taraval - CO I	353,690	8.4	9,530	7.7	151,815	18.9	10,024	17.5	10.75	23.9	28,597	69,992	223,752
Tenderloin - CO J	372,178	8.8	11,967	9.6	22,774	2.8	526	0.9	0.25	0.6	37,216	82,940	241,916
Total	4,210,403	100.00	124,021	100.00	802,017	100.00	57,285	100.00	44.99	100.00	403,709	865,919	2,666,641