



CITY AND COUNTY OF SAN FRANCISCO

OFFICE OF THE CONTROLLER

Ben Rosenfield
Controller

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Deputy Controller

April 8, 2008

The Honorable Gavin Newsom
Mayor, City and County of San Francisco
Room 200, City Hall

The Honorable Members, Board of Supervisors
Room 244, City Hall

The Honorable Members, San Francisco Police Commission
850 Bryant Street, Room 505

Dear Mayor Newsom, Ladies and Gentleman:

I am transmitting with this letter a report on the evaluation of the San Francisco Police Department's (SFPD) foot patrol program. Public Safety Strategies Group (PSSG) performed the evaluation under contract with the Controller's Office. PSSG is a nationally-recognized consulting firm with significant expertise in policing strategies and public safety, and in particular, in program planning and evaluation.

The evaluation is in accordance with Administrative Code Section 10, which required the SFPD to implement a one-year foot patrol pilot program beginning in 2007. The requirements of the pilot program include mandated staffing hours for foot beats in every police district, specified patrol locations in two of the districts, and other administrative and programmatic requirements.

PSSG employed a quantitative and qualitative approach to completing the evaluation by analyzing millions of City records including calls for service, crime incidents and staffing hours to evaluate the period of January through June 2007. PSSG attended community meetings, conducted focus groups and administered a department survey and a multilingual community survey. In addition, PSSG conducted hundreds of interviews with members of the SFPD representing all management levels, with a particular emphasis on interviewing foot beat officers. PSSG conducted their work under the general guidance of a project Steering Committee comprised of representatives from the Mayor's Office, Board of Supervisors, Controller's Office, Police Commission and the SFPD.

The evaluation shows that the SFPD reached a high compliance rate for the staffing requirements; however, many of the administrative and programmatic components of the legislation were not met. A key issue is that the SFPD did not appropriately document and track the implementation of the pilot program including those foot beats designated as a priority and their geographic locations. Therefore, while there was considerable emphasis placed on foot beats at the district level, the impact of those efforts on crime and other indicators are not conclusive.

Among the report's key findings are:

- The SFPD committed significant resources to foot beat staffing. The number of hours dedicated to foot beats during the first six months of 2007 totaled 83,475 representing an 86% increase when compared to the same time period in 2006.

- Foot patrols increase the community's perception of safety. Eighty-two percent of those responding to the telephone survey and 73% of those responding to the written survey felt safer as a result of foot patrols.
- The SFPD did not meet all of the legislation requirements including consistently filing reports when beats were not staffed and establishing reporting and tracking systems. Full compliance was not achieved in part due to insufficient administrative oversight and antiquated technology that limited reliable data collection.
- Both police staff and the community widely accept foot patrols. Seventy-nine percent of the SFPD respondents believe foot patrols are an effective tool for the department. Correspondingly, 90% of the community member respondents believe foot patrols are a necessary tool for the SFPD to use in addressing crime and quality of life issues.
- The SFPD does not have clearly defined goals and objectives, performance measures and accountability controls in place for effective management of foot patrols.

The report provides recommendations on potential strategies the City and the SFPD can use for future implementation of foot patrols. These recommendations are based on best practices, industry knowledge, survey and focus group input and observations. The recommendations are in six major areas: (1) Planning, (2) Strategy Development, (3) Documentation, (4) Technology, (5) Training, and (6) Community Organizing. Key among the report's recommendations are:

- Implement a strategic planning process to develop a department-wide and district plans with established program goals and objectives. The process will clarify if foot patrols are intended to achieve crime prevention, crime suppression, community relations or a combination of these objectives.
- Develop foot beat officer job descriptions, responsibilities, reporting documents and training that is consistent with meeting the stated goals and objectives.
- Determine foot beat locations using crime data and create maps to document those locations.
- Redefine the community consultation process to be consistent with the goals and objectives of foot patrols.
- Update the systems that capture calls for services and crime incidents to include foot beat locations.

PSSG will present the report's findings and recommendations at a joint hearing of the Police Commission and Board of Supervisor's Public Safety Committee on Wednesday, April 16th at 6:00 pm in the Board Chambers. If we can answer any questions or provide additional information, please feel free to contact Peg Stevenson, Corina Monzón or me at 554-7500.

Sincerely,



Ben Rosenfield
Controller

cc: Heather Fong, Chief of Police
Philip Ginsburg, Mayor's Chief of Staff
Kevin Ryan, Mayor's Deputy Chief of Staff and Director of the Mayor's Office of Criminal Justice

FOOT PATROL PROGRAM EVALUATION REPORT



PRESENTED TO
THE CITY AND COUNTY OF
SAN FRANCISCO

APRIL 8, 2008

PRESENTED BY
PUBLIC SAFETY STRATEGIES GROUP





Acknowledgments

The Public Safety Strategies Group (PSSG) would like to acknowledge the cooperation and assistance of the many stakeholders in the City of San Francisco that made themselves available to the PSSG team members. These individuals provided invaluable insight, observations, information, knowledge, history and assistance. Without them this report would not have been possible.

To the San Francisco Police Department (SFPD), the PSSG team thanks you for the cooperation, information shared and especially for the candor of Officers, Sergeants, Lieutenants, Captains, Commanders, Deputy Chiefs, the Assistant Chief and Chief. To those participating in the Department survey, your efforts and interest in the project and the future of the SFPD is appreciated, we hope you see your input reflected in our findings and recommendations. A special thanks goes out to the Foot Beat Officers. Having met with and interviewed over sixty beat officers the PSSG team observed your dedication and desire to provide a safe environment for those who live, work and visit the City. Your work provides a strong foundation for the future of foot patrols in San Francisco.

To the citizens of San Francisco and the many community groups to which you belong, thank you for your willingness to be involved and your cooperation with PSSG. Your participation in the public hearings, focus groups and over thirty-five community meetings provided the team with tremendous input, observations and suggestions on how to improve the effectiveness of the foot patrols. Your support and willingness to be involved is essential for the success of the San Francisco Police Department to work with you on crime prevention strategies.

To the business community and related associations, thank you for taking time from your busy schedules to meet with PSSG team members. The ability of the PSSG team to learn about the needs of businesses and merchants provided an important view of the foot patrol needs of the business community in San Francisco.

To the San Francisco Police Officers Association (POA), thank you for being involved in the process and allowing us to brief your membership. Your insight and comments were important to the process. Without your backing and support, it would be difficult for the members of your association to embrace foot patrols and their importance in San Francisco.

To the Mayor's Office of Criminal Justice, Safety Network and SFSAFE, thank you for your cooperation and assistance with identifying community contacts and introducing us to residents and neighborhood groups.



To the San Francisco Police Commission, the team is grateful for the opportunity to privately interview the members of the Commission. Your willingness to share thoughts, information and experiences was important to the team in preparing this report.

To the San Francisco Board of Supervisors, the willingness of members to provide time for individual interviews and assistance in scheduling community meetings is appreciated. Your thoughts, concerns, suggestions and insight were important to understanding the evolution of the Legislation and the findings and recommendations of the report.

To the Project Steering Committee thank you for your participation, oversight, guidance and especially for your willingness to engage in the project. Your comments, questions and flexibility with the approach are a testament to your desire to bring proactive change to the SFPD and the City. The PSSG recognizes your dedication through the significant amount of time you committed to the meetings held over the eight months of the project.

To our local business partners:

Jon Canapary of Corey, Canapary and Galanis, thank you for your diligence in ensuring that the telephone survey included a representative sample of the City, and to

David Latterman of Fall Line Analytics, thank you for your creativity, perseverance and attention to detail. The maps that you created truly brought to life the millions of data records and provide the SFPD and the City excellent tools to use for future foot patrol planning.

Finally, a very special thank you goes to the project team members from the City and County of San Francisco Controller's Office, City Services Auditors Division. The tireless dedication that each of you gave to this project and the assistance provided to the PSSG team was invaluable. Your knowledge, understanding, dedication and work ethic are outstanding. It was truly a pleasure to work with such a professional group.

We hope this report is used to the fullest extent possible to proactively shape the future of foot patrols in the City. Each of you holds the key to a successful future for the SFPD.

Respectfully Submitted, April 8, 2008

The Public Safety Strategies Group



San Francisco Police Department Foot Patrol Program Evaluation

April 8, 2008

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Executive Summary

The following provides an overview of the foot patrol legislative initiative in the City and County of San Francisco¹ (herein referred to as the City), the approach to the evaluation, key findings and recommendations contained in this report.

Report Overview

In January 2007, the Board of Supervisors (BOS) legislatively mandated that the San Francisco Police Department (SFPD) implement a formal Foot Patrol Pilot Program in each of the ten Police Districts in the City. The Administrative Code Section 10A.1, (herein referred to as the Legislation), provides detailed program requirements including an evaluation of the effectiveness of the Foot Patrol Pilot Program.

The Legislation mandated each police District assign at least one foot patrol Officer on two of the three daily watches² for a total of twenty hours of foot patrol coverage per day or any combination of the equivalent number of hours, that the department maintain staffing records and engage the community in the process. The complete language of the Legislation is contained in the San Francisco Foot Patrol Implementation section of this report.

The City commissioned the Public Safety Strategies Group (PSSG) to conduct an evaluation of the City's Foot Patrol Pilot Program. This report summarizes the process of the evaluation, the findings of the evaluation conducted by PSSG and outlines recommendations to assist the SFPD with implementing future foot patrols.

The report is organized into the following sections:

- Evaluation Approach
- San Francisco Foot Patrol Legislation
- Foot Patrol Implementation Findings
- District Station Beats and Data
- Recommendations for Foot Patrol Implementation

A brief summary of each of these sections is provided below.

Evaluation Approach

This section outlines the evaluation approach for primary and secondary data collection and data analysis. In addition, this section describes the process and changes that occurred during the course of the evaluation.

¹ An overview of the City and County of San Francisco is located in Attachment I.

² Officers are officially assigned to one of three 10 hour shifts, commonly referred to as watches.

San Francisco Foot Patrol Legislation

This section provides an overview, the implementation timeline, requirements and stakeholder responses to the Legislation.

Foot Patrol Implementation Findings

This section reviews the requirements of the Legislation in detail and outlines the actions taken by the SFPD in response to the requirements.

District Station Foot Beats and Data

This section provides information on the SFPD, the organizational structure of the Districts, staffing and specific foot beat information for each District. The section also offers an overview of calls for service and officer initiated activity as reported in CAD, crime incidents as reported in CABLE and maps of the various beat configuration Citywide and for each District.

Recommendations for Foot Patrol Implementation

This section provides recommendations for the SFPD to consider when developing future foot patrol implementation strategies. The recommendations, based on information derived during the course of the evaluation include references to best practices discussed in the interim report issued on November 19, 2007 (also posted on www.sfpolicereview.org).

Summary Findings

This section provides summary findings related to compliance with staffing, administrative components and the impact of the Legislation.

SFPD and the Community Widely Accept Foot Patrols.

As part of this study, 330 members of the SFPD and 2,100 community members participated in surveys on the foot patrol program. Seventy-nine percent of the SFPD respondents believe foot patrols are a viable strategy for the department. Correspondingly, 90% of the community member respondents believe foot patrols are a necessary tool for the SFPD to use in addressing crime, public safety and quality of life issues. Additionally, survey results show that over 50% of survey respondents believe the SFPD is responsive to their needs.

SFPD Did Not Meet All of the Legislation Requirements.

There were four key factors contributing to the SFPD's failure to meet all of the requirements of the Legislation. These factors include:

- Antiquated and/or inefficient technology limiting reliable data collection,
- Legislative conflicts with foot beats spanning multiple Districts,
- Lack of personnel specializing in pilot foot patrol program development and administration, and
- Lack of administrative oversight.

SFPD Committed Significant Resources to Foot Beat Staffing.

The SFPD made significant efforts to comply with the staffing requirement of the Legislation. Between January 1 and June 30, 2007, the number of hours dedicated to foot patrols in the City rose from 44,713 hours to 83,475 hours, representing an 86% increase over the same time period in 2006.

The table below shows the beat staffing for each District, January through June 30, 2007 as compared against the same time period in 2006.

Table 1 Beat Staffing by District January 1- June 30, 2006 Comparison to 2007

Foot Beat Hours by District January 1 – June 30, 2006 Comparison to 2007			
District	2006	2007	% Change
Central	4,797	7,088	47.76%
Southern	4,767	10,006	109.93%
Bayview	4,467	7,718	72.78%
Mission	4,279	8,367	95.54%
Northern	12,518	15,430	23.26%
Park	6,265	10,422	66.36%
Richmond	1,766	3,751	112.46%
Ingleside	0	6,347	n/a
Taraval	1,081	4,181	286.81%
Tenderloin	4,774	10,165	112.92%
Total	44,713	83,476	86.69%

Source: Human Resources Management System (HRMS) records

The increase in foot beat staffing does not appear to have decreased the staffing of the sector cars as sector car staffing increased 1% during the time of the study. The Field Operations Bureau (FOB) did not provide staffing plans, therefore, the details of how the SFPD achieved an increase in both foot beat and sector car staffing and what reallocation of personnel occurred are unknown.

The next table shows the level of compliance with the staffing requirements in the Legislation. Foot beats were evaluated on two levels, the first pair of shaded columns “FOB Priority Beats Reviewed” shows the number of times each District met the staffing requirement of the Legislation when analyzed using the beat identifiers provided by the FOB. Under this analysis, Central, Bayview, Richmond, Taraval and Ingleside staffed the FOB beats less than 75% of the time. This finding lead the evaluation to the second process, which included an analysis of all beats staffed in the Districts as shown in the next set of shaded columns “All Beats Reviewed.” In this analysis, Taraval District at 73% staffing is the only District that did not staff greater that 75% of the time. Eight of the ten Districts staffed 95% of the time or higher. The center column, “Exception Reports Filed” shows the number of exception reports that were filed.³

Table 2 Beat Staffing Legislation Compliance

Beat Staffing – Legislation Compliance⁴					
District	FOB Priority Beats Reviewed	% Staffed	Exception Reports Filed on FOB Priority Beats	All Beats Reviewed	% Staffed
Central	48 of 181 Days	27%	0	172 of 181 Days	95%
Southern	166 of 181 Days	92%	1	181 of 181 Days	100%
Bayview	127 of 181 Days	70%	2	179 of 181 Days	99%
Mission	158 of 181 Days	87%	1	178 of 181 Days	98%
Northern	175 of 181 Days	97%	0	179 of 181 Days	99%
Park	180 of 181 Days	99%	0	181 of 181 Days	100%
Richmond	0 of 181 Days	0%	0	154 of 181 Days	85%
Ingleside	0 of 181 Days	0%	0	174 of 181 Days	96%
Taraval	0 of 181 Days	0%	0	133 of 181 Days	73%
Tenderloin	138 of 181 Days	76%	4	177 of 181 Days	98%

Source: FOB and HRMS

Foot Patrols in the City Have Increased the Community's Perception of Safety.

A citywide survey of community members showed that 82% of those responding to the telephone survey and 73% of those responding to the written survey felt safer as a result of foot patrols.

The key management findings encountered during the evaluation included:

³ The number of exception reports filed does not correspond to the days not filled according to the legislation. In some cases, reports were filed on days the staffing requirements were met and reports were filed for beat identifiers not listed as priority beats by the FOB. This is an example of the lack of detailed record keeping.

⁴ 181 is the number of days in the time period covered by the evaluation. This number is used as the baseline when determining the number of days the SFPD complied with the staffing requirement of the Legislation.

Lack of Useful Information for Decision Making Purposes

The SFPD does not have adequate documentation capabilities to capture data needed to analyze or report on the effectiveness of foot patrols.

Lack of Performance and Accountability Measures

The SFPD does not have clearly defined goals and objectives, performance measures and accountability controls in place for effective management of foot patrols within the Districts.

Lack of Management and Operations Capacity to Implement Complex Foot Patrol Program

The deployment of foot patrols citywide is a complex undertaking and an exercise in operations management and resource optimization. The SFPD currently does not have this type of citywide administrative or programmatic capability.

Summary Recommendations

Based on the program and management issues encountered during the evaluation, PSSG focused its recommendations on potential strategies the City and the SFPD can use for future implementation of foot patrols. These recommendations are based on best practices, industry knowledge and observations made during the course of the evaluation.

While the SFPD did not fully implement a pilot foot patrol program, there is both community and department support for the patrols. The SFPD must engage in planning, strategy development, technology, training, and community outreach to ensure foot patrol deployment occurs in a strategic fashion. PSSG offers the following recommendations to the SFPD for the successful implementation of foot patrols.

Planning

- Develop a comprehensive department strategic planning process to establish and review the goals of the department. This process should determine the role and scope of foot patrols and include the strategy in overall SFPD and District plans.
- Establish a working group with representation from the local government, SFPD, community and business groups. The members of this group will participate in the establishment and review of a fully operational foot patrol strategy.

Strategy Development

- Establish permanent foot beat locations with specific criteria for identification and implementation of beats for areas most in need of this law enforcement strategy. Establish minimum staffing allocations that ensure complete coverage of the foot patrols and sector cars.
- Prepare and distribute maps that accurately identify the location of each foot beat.
- Standardize criteria for the selection and assignment of officers to the foot patrols. Establish formalized operational expectations for each officer assigned to a foot patrol that enhances the capacity of the officers to perform the duties related to the foot patrol assignments.

Documentation

- Establish criteria for standardized reports for law enforcement officers and police administrators to capture the activity and needs of the foot beats.
- Establish standards for interaction between the foot patrol officers, officers assigned to sector cars, those in specialty divisions and the Patrol Specials.
- Conduct an annual review of the criminal activity in each foot beat, staffing allocation during the year, assessment of community support for the foot beats and officer input regarding the effectiveness of the foot beat strategy.

Technology

- Update the technology (hardware and software) that will support each level of the SFPD. Strategies for completion of this task include evaluation of the existing information technology, development of data capture, storage and retrieval capacity that is user friendly, easily accessed and can be consistently utilized by SFPD personnel.

Training

- Update the foot patrol training to reflect the needs of the City, best practices and contemporary approaches to crime prevention. In addition, the SFPD needs to focus on training programs that provide officers and supervisors throughout the department with improved knowledge and skills enhancing the department's capacity to provide optimum police services.

Community Organizing

- Engage the community in proactive problem solving. Currently, the SFPD is primarily reactive to crime related issues rather than proactive in working towards long-term solutions. The SFPD would benefit from streamlining its approach to meetings and involving the community to a greater degree in strategies to reduce crime and increase the quality of life in the City.

Funding

- Identify funding sources that will support the development of strategies, training and deployment of foot patrols.

The SFPD has expressed concern over its capacity to implement the recommendations due to its current staffing demands and lack of appropriate resources. Under these circumstances, the SFPD should outsource or hire staff to ensure implementation of the recommendations.

Currently, the City is in the process of conducting several studies to improve the effectiveness of the SFPD. The recommendations of all studies must be considered and synthesized to provide a conceptual framework for the future development of the SFPD strategic plan.

Summary

In 2006 the City and County of San Francisco's Board of Supervisors mandated foot patrols be implemented by the SFPD beginning in January of 2007. Initially designed as a pilot program, there was a requirement for an evaluation to be conducted on the effectiveness of the implementation at both six months and one year.

The Public Safety Strategies Group conducted the evaluation for the City. The evaluations showed that the SFPD reached a high compliance rate for the staffing requirements; however, the administrative components were not met. While there were numerous activities conducted at the District level, the Field Operations Bureau did not develop a process of documentation, tracking or evaluation or initiatives.

The report documents both the positive and negative outcomes of the foot patrol implementation and provides a set of recommendations that will enable the SFPD to successfully implement a foot patrol strategy. These recommendations are the baseline for the establishment of a functional, community supported foot patrol strategy. The recommendations should not be seen as an inflexible plan that cannot be modified to accommodate the emerging needs of the community and the department.

The deployment of foot patrols as a crime reduction strategy is a management challenge for major cities across the U.S. The insights gained from this evaluation, in

combination with the lessons learned from future implementation of foot patrols, may make a significant contribution towards the enhancement of national crime reduction policies.

The next section of the report reviews the scope of the evaluation, the data collection process and the analysis approach deployed during the course of the evaluation.

Evaluation Approach

This section outlines the evaluation approach utilized by PSSG for primary and secondary data collection and data analysis. In addition, this section describes the process and changes that occurred during the course of the evaluation.

Scope of the Evaluation

PSSG conducted the evaluation under contract with, and a high level of support from, the City's Controller's Office and a project Steering Committee. The Steering Committee was comprised of members of the SFPD, BOS, Police Commission, Mayor's Office and the Controller's Office.

The Steering Committee developed the following questions to serve as the basis of the evaluation:

Key Evaluation Questions

- What are the policies and procedures of the existing foot patrol pilot program, and how well do they align with best practices in foot patrol programs and other community or proactive policing initiatives, and the SFPD's mission, vision, and values?
- Based on the analysis of crime statistics by crime type at the foot beat, District, and citywide level, and by other analytical categories as needed to provide a comprehensive analysis, what is the program's impact on crime in San Francisco?
- What is the impact of the Foot Patrol Pilot Program on the SFPD's operations, including staffing, redeployment, and reassignment of Officers between and within stations?
- How does the foot patrol pilot program impact the community's perceptions of safety and crime?
- Do perceptions differ between communities served by foot patrols and those that are not?

During the course of the evaluation, it became evident that a Foot Patrol Pilot Program had not been fully implemented and many of the components necessary to discuss the key evaluation questions were not in place. These components include crime incident data linked to the beats, reassignment information and documentation. To address these findings, the Steering Committee adjusted the evaluation approach to include recommendations for the emerging needs of the City and the SFPD related to foot patrols.

Once the project focus shifted, the review centered upon the following:

- 1) The San Francisco Foot Patrol Legislation
- 2) The SFPD Implementation
- 3) The District Station Beats⁵
- 4) The Development of Recommendations for Foot Patrol Implementation

Findings in each of these areas are detailed in the corresponding sections of this report.

PSSG conducted the revised needs assessment evaluation over a series of steps.

First, PSSG gathered information on the past performance of the SFPD's foot patrol program. PSSG reviewed departmental records, programs and actions, staffing, and available statistical data to assess the program. City officials, SFPD and community stakeholders participated in interviews, surveys, meetings and focus groups to discuss perceptions on foot patrols and the SFPD implementation efforts.

Next, PSSG analyzed the information according to the requirements of the Legislation and performance of the SFPD. The available datasets and structure of the implementation did not allow for a complete evaluation but instead, a review of annual changes in crime incidents and calls for service.

Lastly, PSSG developed key findings, and recommendations for enhancement of the SFPD foot patrol program.

Data Gathering

The first step in the evaluation was to gather information through secondary and primary sources on the Legislation, past performance, community needs and program requirements. PSSG obtained information by conducting the following activities:

- Review of information pertaining to the City and the SFPD
- Review of the Municipal Code Section 10A.1 Pilot Foot Patrol Program (the Legislation)
- Review of SFPD Direct General Order (DGO) 06-02⁶
- Review of SFPD Staffing Records⁷
- Review of SFPD Calls for Service Records⁸
- Review of SFPD Crime Data⁹

⁵ Foot beats were evaluated on two levels, the first review included only those beats provided by the FOB as priority beats and the second review was on beats provided by the FOB, District Captains and identified by PSSG through review of HRMS data.

⁶ DGOs are orders that the SFPD issues to personnel when action is needed; a copy of the foot patrol DGO is provided in Attachment C.

⁷ Staffing Records derived from the Human Resource Management System (HRMS).

⁸ Calls for Service and Officer initiated activity derived from the Computer Aided Dispatch System (CAD).

⁹ Crime Data derived from the Central Database Incident System (CABLE).

- Review of 467 SFPD 509 Reports¹⁰
- Review of SFPD Staffing Exception Reports¹¹
- Review of Beat Maps provided by the Chief of Police (9/20/07)
- Review of Priority Beats provided by SFPD Planning and Research (dated 1/4/07) and Confirmed by the Commander of the Field Operations Bureau (FOB) (10/15/07)
- Review of Priority Beats provided by District Captains (1/18/08)
- Review of Priority Beats provided by the Deputy Chief of FOB (1/24/08)
- Interviews with each of the ten District Captains
- Interviews with over 60 Foot Beat Officers
- Interviews with five Police Commissioners
- Interviews with ten Members of the Board of Supervisors
- BOS Public Safety Committee, Police Commission and Youth Commission Public Hearings
- Meetings with Community Members¹²
- Meetings with Merchants
- Implementation and review of 330 Department Surveys
- Implementation and review of 2,100 Community/Business/Visitors Surveys
- Facilitation of a Community Focus Group of 13 participants
- Facilitation of a SFPD Focus Group of 16 participants and an Information Session with 29 participants

The following describes the key data elements used for the project.

Department Data

The SFPD provided records related to criminal activity, calls for service and staffing for the 10 Districts to be used in the review of the impact of the foot patrol program. PSSG reviewed information from January 1, 2002 through June 30, 2007.

Crime Data

PSSG reviewed 4,318,175 CAD records and 715,125 CABLE records. The datasets provided to PSSG by the City lacked the detail and consistent documentation necessary to effectively assess the changes in the incidence of crime within the foot beats. As a result, PSSG could not evaluate the impact of the six-month pilot program on reducing crime beat by beat. Rather, PSSG provided a review of the annual citywide changes in calls for service and crime incidents.

¹⁰ A 509 is a form developed to capture community policing initiatives and problems addressed by the SFPD; a copy is provided in Attachment D.

¹¹ Exception Reports are forms designed by the FOB to track when a District did not staff beats and the reasons why; a copy is provided in Attachment E.

¹² A list of community meetings and public hearings is contained in Attachment F.

Staffing Records

The SFPD was not able to provide the total number of department members by assignment, functional title, job function, specialty unit or District. The Controller's Office used the HRMS staffing records to construct an algorithm that provided staffing by District and functional title. The Controller's Office calculations are the official staffing numbers for the report.

The SFPD provided Excel spreadsheets that recorded basic staffing information, but did not include hours assigned for each beat. PSSG reconstructed the HRMS files to allow for a day-by-day analysis of each beat. The HRMS records are the official source of staffing hours used for this report.

Priority Foot Beats and Locations

A confounding factor in this evaluation and a key reason for changing the scope of the evaluation was the identification of the priority foot beats and their locations. The Legislation mandated beat locations in the Park and Northern Districts. Two of the beats created under the Legislation spanned two districts. The Captains of the Central, Richmond, Tenderloin, Mission, Ingleside, Taraval, Southern and Bayview Police Stations did not have to fill beats at locations selected by the BOS, but rather had the flexibility to select priority beat locations.

Seven locations were mandated in the Legislation with the remainder selected at the discretion of the District Captains. This caused a gap in the Legislation that required an action plan be developed by the SFPD to create a beat strategy that included beat locations, beat identifiers and a documentation process.

The FOB initiated the process to establish the priority beats in response to the legislation but did not design and implement documentation or tracking processes related to that effort. As a result, PSSG received inconsistent beat identifiers, locations, and maps from the Chief's Office and FOB. PSSG requested confirmation of the priority beats. FOB responded by confirming 28 beat identifiers representing 21 locations.

PSSG moved forward with the analysis of the 28 confirmed beats using HRMS data received from the City. PSSG again uncovered discrepancies. PSSG brought to the attention of the Steering Committee the fact that several locations provided by FOB were not staffed regularly or at all, yet other locations not provided by the FOB were staffed daily at the District level.

After the Interim Report was issued, several District Captains requested changes to the priority beats provided by the FOB as the list did not accurately reflect their efforts. Jointly, PSSG and the Steering Committee reached a decision to reshape the project to include beats in the following manner:

- All beats designated as priority beats by the FOB.

- All beats designated as priority beats by the District Captains.
- All beats identified in HRMS that reached a staffing threshold of 75%, which is 780 hours of coverage from January 1, 2007 – June 30, 2007.

The modification resulted in 22 changes to the original beats, the addition of beats for a final total of 67 beat identifiers covering over 70 locations. In total, there were 126 beat identifiers revealed during the evaluation.

The list below shows the primary beat identifiers¹³ by District used in the evaluation for purposes of evaluating staffing and reviewing related data. The beat identifiers in bold are the ones confirmed as priority beats by the FOB and those in regular text are the ones added for the second level of analysis¹⁴. These beats were either added by the District Captains or identified by PSSG through the review of the department's staffing records in HRMS.

Central (9)

3A40A, 3A40B, **3A42D**, 3A44A, **3A44B**, **3A46**, 3A46A, 3A46B, 3A52

Southern (5)

3B40A, 3B40C, **3B40D**, 3B42A, **3B43D**

Bayview (11)

3C42B, **3C42C**, 3C43, 3C43A, **3C43B**, **3C43C**, 3C44, 3C44A, **3C44B**, **3C44C**, 3C48

Mission (4)

3D44A, **3D44D**, **3D45A**, 3D45C

Northern (9)

3E40, 3E45C, 3E48, **3E48C**, **3E48D**, 3E49, **3E49C**, **3E49D**, 3E50B

Park (5)

3F43B, **3F43C**, 3F43E, **3F44C**, **3F44D**

Richmond (5)

3G43, **3G43C**, 3G44, 3G44C, **3G44D**

Ingleside (4)

3H41, **3H41D**, 3H44, **3H44C**

Taraval (4)

3I41, **3I41A**, 3I46A, **3I43D**

¹³ The beat identifiers are based on radio code protocol. The beat identifiers are created in the following manner: the number "3" indicates patrol, a letter indicating the District, followed by a number indicating the beat. Some end with a letter indicating the time of the shift.

Tenderloin (11)

3J41A, 3J41B, **3J41D**, 3J41E, 3J42A, 3J42D, 3J42E, 3J43A, **3J43B**, 3J43D, 3J43E

As depicted on the map on page 60, beat identifiers appear in more than one location according to the various iterations of beat locations provided.

Surveys

Both community and department surveys were implemented during the study.

Administration of the community surveys occurred in three ways: online, in person at community meetings and by telephone. The written survey was provided in English, Spanish, Russian and Chinese. PSSG worked with City departments, social service agencies, community and merchants groups to distribute the survey during the time period of September 14 through October 15, 2007. There were 2,100 written and telephone surveys submitted, of the written surveys, 1,532 were from residents, 97 businesses and 41 visitors, in addition 430 telephone surveys were completed. There were 138 non-English surveys completed. Information gathered through the survey process appears throughout this report.

Every member of the SFPD received a department survey by mail. The survey was administered from September 21, 2007 through October 5, 2007. Of the 353 surveys returned, 330 of them were valid.

Meetings and Interviews

PSSG participated in over 60 meetings with social service agencies, community and merchants groups, the SFPD, Police Officers Association, government officials, members of the BOS, the Police Commission members, over 100 Officers, Captains and Supervisors from all Districts, members of specialty divisions and Command Staff of the SFPD.

Presentations at the BOS Public Safety Committee, Police Commission and Youth Commission meetings provided Public Hearing forums for community input. Attachment F provides the community meetings and public hearings attended by PSSG.

Focus Groups

Separate focus groups held with the SFPD and Community members provided benchmarking of current initiatives, assessing tolerance for change and testing of assumptions for future implementation of foot patrols.

A community focus group was held on November 5, 2007 with 13 participants representing a cross section of the community. A department information gathering session was held with 29 Officers representing each District and specialty divisions. The SFPD focus group with a cross section of 16 participants from District Stations, Administration and specialty divisions was held on November 15, 2007.

Summary

The evaluation approach ensured a review of all data resources with opportunity for stakeholder contribution to these findings. Data sources that were deemed inadequate required modifications to the initial research design. Despite the changes, the study yielded significant findings and recommendations the SFPD and the City can use to make positive changes to impact crime and public safety.

As a result of the evaluation, PSSG provided the City with the following:

- “Cleaned” data sets that can be used in future evaluations,
- Electronic staffing summaries that can be updated daily,
- Detailed maps that depict criminal activity and calls for service by plot,¹⁵ and
- District by District crime, staffing and calls for service tables for January 2002 – June 2007.

These data analysis tools are an aid for the SFPD in its crime prevention efforts that did not exist at the outset of the evaluation.

The next section provides a summary of the evolution of the foot patrol legislation in the City and responses of key stakeholders.

¹⁵ Plots are defined areas in the City used to track calls for service and crime data by address location.

San Francisco Foot Patrol Legislation

This section reviews the Legislation, the implementation timeline and responses by stakeholders to the authorization of the Legislation.

Timeline of the Legislation

In the Spring of 2006, amid the perception of rising crime and a lack of response by the SFPD to requests for services, the BOS began the process of legislating foot patrols. In May 2006, the BOS introduced the Legislation. Eventually, two foot patrol ordinances, each covering a different number of District Stations, made their way through the BOS. In October, the Legislation passed. The Mayor vetoed that Legislation. The BOS reintroduced the Legislation in November, which again the Mayor vetoed. In January 2007, the BOS overrode the Mayor's veto and implemented the final version of the Legislation. A detailed timeline for the legislation is contained in Attachment B.

Summary of the Legislation

The Legislation required the SFPD to implement mandatory foot patrols in each of the Districts. In the Park and Northern Districts, the Legislation mandated assignment of the foot patrols to specific geographical areas. The remaining eight District Captains selected the priority beats based on the community and departmental needs and the criminal activity in the area.

It was mandated that each District assign at least one foot patrol Officer on two of the three daily watches for a total of twenty hours of foot patrol coverage per day or any combination of the equivalent number of hours. Detailed staffing records were required that tracked which Officer staffed a beat, the date and hours worked. If a beat was not staffed, a report was required as to the reason it was not filled.

Additional requirements included

- Holding Weekly District Captains Meetings
- Conducting Community Outreach
- Identification of Crime
- Identification of Quality of Life and Fear of Crime Issues
- Identification of Issues related to Environmental Factors
- Addressing Crime
- Fostering Collaboration
- Encouraging Neighborhood Involvement
- Develop Policing Priorities and Strategies for Prevention, Intervention and Enforcement

- Recruitment, Orientation, Training and Evaluation of Officers assigned to Foot Patrols

Finally, the legislation required a high level of data analysis with complete reports provided six months and one year after the implementation of the foot patrols.

Response to the Legislation

Community

The process of implementing the Legislation resonated with the community. Of the 2,100 survey respondents, 68% participating in the written survey and 35% of telephone survey respondents knew of the Legislation. Seven Hundred and Eighty-Nine (789) people shared comments on the question, "What do you think of the Legislation" Comments from the community included:

- "I support more foot patrols, although I would hope SFPD would have been able to effect them without intervention by the board of supervisors."
- "I am in no position to judge it from a police point of view. I like the concept of police walking the street as I feel this helps prevent crime. However, it depends on the number of policemen available to the station and the overall need for the policemen."
- "I don't believe that foot patrols should be mandated by city Legislation since policing should be in the hands of the professionals. But with that stated, I see daily evidence that foot patrols do help in policing the neighborhoods."
- "If the District has enough personnel to handle the normal calls and traffic, then it's fine. Otherwise, the District as a whole will suffer. To take patrol car personnel and assign them to foot patrol is only beneficial if normal and emergency assignments don't suffer because of lack of patrolpersons. "

The comments show the widespread support for foot patrols and the desire on behalf of community members to address crime in the City. There is also recognition by the community that the decision to staff foot patrols involves a tradeoff in resources. The comments also show a desire by the community to hold the department responsible for determining the need for foot beat staffing.

SFPD

Based on 330 survey responses received, members of the SFPD are not proponents of the process of legislating foot patrols as evidenced by the fact that only 2% of department members believed foot patrols should be legislated. The majority of respondents (51%) stated that foot beat locations are best determined by District Captains supported by crime analysis.

City Officials

More than the issue of whether the SFPD should implement foot patrols was the question of who should be making this type of decision: government, community or the SFPD. In the end, the BOS opted for legislating increased foot patrols and required a high level of accountability from the SFPD with the implementation. The events leading to the implementation highlight the conflict between the Executive and Legislative branches of the City. Implementation of the recommendations contained in this report will assist the City to overcome some of the issues related to operations of the SFPD.

Summary

Present in all of the interviews with City officials and SFPD was a true desire on the part of all involved to proactively work toward reducing crime and increase the quality of life for those who live, work or visit the City. Ultimately, it appears this passion for progress and success created a divergence in the approach to reach the common goals of increased safety.

The following section reviews the language of the Legislation and provides an overview of the SFPD implementation of foot patrols. Following the line-by-line review of the findings based on the Legislation is a discussion on the broader process of foot patrol implementation and the reaction of both the community and the SFPD.

Foot Patrol Implementation Findings

This section reviews the requirements of the Legislation in detail and outlines the SFPD actions taken in response to the requirements.

SFPD Compliance with Legislation

A review of the SFPD implementation and the requirements of the Legislation show that the SFPD did not fully implement a Foot Patrol Pilot Program. While not meeting all the requirements of the Legislation, the SFPD, did make a significant investment of personnel to staff beats, increasing overall beat staffing 86% during January 1 through June 30, 2007 over the same time period in 2006.

Individually, many of the Districts employ strategies to address crime through community outreach, participation and prevention. Lacking, however, was an overall direction, plan and methodology to capture the efforts evident at the District level.

The lack of technology and crime analysis capability at the SFPD significantly hampered its ability to meet certain criteria in the Legislation. Data systems at the SFPD are antiquated requiring tremendous effort to use department records in an efficient manner. Individuals in the SFPD attempted to create improvised tools but the SFPD is lacking the designated staff to develop the tools. However, greater emphasis on administrative issues would have aided the District Captains with the implementation of the legislated requirements.

Implementation Review

The following is a section-by-section review of the Legislation with comments related to the implementation by the SFPD. The text below shows the exact Legislation as published on www.sfgov.org under the Municipal Code. A brief summary of the findings appears after each section of the Legislation. Additional comments regarding the process, but not directly related to the implementation under the Legislation, appear at the end of this section.

The SFPD Field Operations Bureau (FOB) General Order No. 06-02 (the Order) titled, *Dedicated Foot Patrol Assignment*, outlines the policies and procedures for implementing the Foot Patrol Pilot Program. This report references beat identifiers to designate and assign patrols within the 10 Districts. The beat identifiers, based on radio code protocol, are used in the report to complete the data analysis for calls for service, staffing levels and mapping. An example of a beat identifier is 3D45A. The beat identifiers are created in the following manner: the number “3” indicates patrol, a letter indicating the District, followed by a number indicating the beat. Some end with a letter indicating the time of the shift. The example beat, 3D45A is in the Mission District working the day shift. Using the beat identifiers allows for referencing the beats by District and shift when reading the report. The following lists the Districts by letter:

- A Central
- B Southern
- C Bayview
- D Mission
- E Northern
- F Park
- G Richmond
- H Ingleside
- I Taraval
- J Tenderloin

To evaluate the first section of the Legislation, PSSG reviewed beats provided by FOB on October 15, 2007 as the Priority Beats. Through analysis of staffing records, PSSG discovered that District Captains did not staff several of the Priority Beats provided for analysis by the FOB. PSSG also found that District Captains staffed other beats to the required level. Resulting from the confusion within the SFPD over which beats were actually the priority beats, PSSG analyzed staffing twice. The first analysis reviewed the beats provided by the FOB as priority beats under the Legislation. The second analysis reviewed all of the beats identified by the FOB, District Captains and PSSG's review of the HRMS data. The first and second analysis of staffing for each District appears under each of the designated sections in the paragraphs below. Finally, the staffing tables represent the hours staffed on beats designated by FOB, District Captains and those reaching 75% of staffing. These beats listed on page 13 are also used in the reviews of CAD data representing calls for service and Officer initiated activities.

Section 10A.1 Pilot Foot Patrol Program

Requirement:

(a) Foot Patrols at Park, Northern, Tenderloin, Mission, Ingleside, Taraval, Southern, Central, Richmond and Bayview Stations.

(1) The Officer in charge at Park Police Station shall assign no fewer than one Officer in two of the three daily watches (days, swing, nights), for a total of two Officers per twenty-four hour period, or an Officer or Officers for the equivalent number of hours, to walk a foot beat.

Findings:

Park District

Park Station staffed the 3F43C, 3F44C and 3F44D beats designated as FOB priority beats on a regular basis. The 3F43 and 3F44 beats are in the areas legislated as Park Station 1 and 2. The beat coverage was primarily on day and

swing shifts. The data shows Park covered the 3F43C, 3F44C and 3F44D beats for a combined total of at least twenty hours a day, from January 1 through June 30, 2007, 180 of 181 days under the FOB beats. The department developed an exception report to document the decision not to staff the beats. The Park District Captain did not file an exception report for the one day that it did not meet the legislative staffing mandate.

In reviewing all beats in the District, Park Station filled 181 of 181 days.

Although not depicted in the Legislation or District beat boundaries the 3F43 beat includes patrol into the Golden Gate Park off Stanyon Street due to criminal activity at that end of the park. Interviews show that the Beat Officers spend less time in the lower Haight Street area of both the 3F43 and 3F44 beats.

Requirement:

The Officer in charge shall select from among the following foot beats, based on his or her assessment of the most critical and immediate need for a physical police presence to address and prevent crime. Officers shall walk in the following neighborhoods. Streets and locations are provided solely for the purpose of describing the neighborhoods. Foot Beat Officers are not required to walk on all the listed streets, and may walk on other streets within the general area of the neighborhood.

(A) WESTERN ADDITION (Park Station 1): bounded by Geary Blvd. on the North, Pierce St. on the East, Page St. on the South, and Broderick St. on the West, with particular attention to Kimbell Playground, and Alamo Square.

Findings:

Park staffed this beat and tracked it under the Beat Identifier 3F44C and 3F44D as designated in the FOB priority beats.¹⁶

Requirement:

(B) HAIGHT, UPPER MARKET, PANHANDLE (Park Station 2): bounded by Fell St. on the North, Divisadero St. on the East, Haight St. on the South, and Stanyan St. on the West, with particular attention to Kezar Dr., Alvord Lake, Buena Vista Park and Panhandle Park.

Findings:

Park staffed this beat and tracked it under the Beat Identifier 3F43B, 3F43C and 3F43E.

¹⁶ Other beat identifiers also cover the locations mandated in the Legislation.

Requirement:

(C) INNER SUNSET (Park Station 3): bounded by Lincoln Way on the North, 3rd Avenue on the East, Parnassus St. on the South, and 10th Avenue on the West. (The Captains of Park and Taraval Stations shall consult with each other at least once per week, or more frequently as needed, regarding foot patrol coverage for the Inner Sunset commercial and residential corridor.)

Findings:

Park Station did not staff the area designated in the Legislation as Park Station 3. Approximately one-half of the legislated Park Station 3 area is located in the Taraval Police District.

A staffing table for Park Station (3F43B, 3F43C, 3F43E, 3F44C, 3F44D) covering January 1, 2002 through June 30, 2007 hours appears below and a beat-by-beat summary for these beats is located in Attachment G.

Table 3 Park Foot Beat Staffing 2002 - 2007¹⁷

Park Foot Beat Staffing 2002 – 2007									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,874			1,744			3,618		
2003	806	-1,068	-57.00%	415	-1,329	-76.20%	1,221	-2,397	-66.26%
2004	1,612	806	99.94%	1,725	1,310	315.66%	3,337	2,116	173.26%
2005	1,706	94	5.83%	4,452	2,727	158.06%	6,157	2,821	84.53%
2006	6,265	4,559	267.31%	8,767	4,315	96.94%	15,031	8,874	144.14%
2007	10,422	4,157	66.36%						

Source: HRMS records

Requirement:

(2) The Officer in charge at Northern Police Station shall assign no fewer than one Officer in two of the three daily watches (days, swing, nights), for a total of two Officers per twenty-four hour period, or an Officer or Officers for the equivalent number of hours, to walk a foot beat. The Officer in charge shall select from among the following foot beats, based on his or her assessment of the most critical and immediate need for a physical police presence to address and prevent crime. Officers shall walk in the following neighborhoods. Streets and locations are provided solely for the purpose of describing the neighborhoods. Foot Beat Officers are not required to walk on all the listed streets, and may walk on other streets within the general area of the neighborhood.

¹⁷ Data records cover January 1, 2002 – June 30, 2007.

Findings:**Northern District**

Northern Station staffed the 3E48C, 3E48D, 3E49C and 3E49D beats designated as FOB priority beats on a regular basis. The 3E48 beat covers part of the area designated in the Legislation as Northern Station 1, 2 and 3. The 3E49 beat is contained within a section of the area designated as Northern Station 2 in the Legislation. The beat coverage was primarily on day and swing shifts. The Northern beats are typically two-Officer beats. The data shows Northern covered these beats for a combined total of at least twenty hours a day, from January 1 through June 30, 2007, 175 of 181 days. The Northern District Captain did not file any exception reports for the 6 days that did not meet the legislative staffing mandate.

In reviewing all beats in the District, Northern Station filled 179 of 181 days.

A staffing table for Northern Station (3E40, 3E45C, 3E48, 3E48C, 3E48D, 3E49, 3E49C, 3E49D, 3E50B) covering 2002-2007 hours appears below and a beat-by-beat summary for these beats is located in Attachment G.

Table 4 Northern Foot Beat Staffing 2002 – 2007¹⁸

Northern Foot Beat Staffing 2002 – 2007									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	3,162			2,689			5,851		
2003	2,686	-476	-15.06%	2,811	123	4.56%	5,497	-354	-6.05%
2004	2,606	-80	-2.97%	6,767	3,956	140.75%	9,373	3,877	70.53%
2005	7,379	4,773	183.14%	9,428	2,660	39.31%	16,806	7,433	79.29%
2006	12,518	5,140	69.66%	12,353	2,926	31.03%	24,871	8,065	47.99%
2007	15,430	2,912	23.26%						

Source: HRMS records

Requirement:

(A) *HAYES VALLEY (Northern Station 1): bounded by Fulton St. on the North, Gough St. on the East, Hayes St. on the South, and Fillmore St. on the West, with particular attention to Rose Page Mini-Park and the Hayes Valley Community Center.*

Findings:

Northern staffed this beat and tracked it under the Beat Identifier 3E48C and 3E38D.

¹⁸ Data records cover January 1, 2002 – June 30, 2007.

Requirement:

(B) WESTERN ADDITION (Northern Station 2): bounded by Geary St. on the North, Laguna St. on the East, McAllister St. on the South, and Pierce St. on the West, with particular attention to Rosa Parks Elementary School and Senior Center, the Buchanan St. Mall, Ella Hill Hutch Community Center, the African-American Arts & Cultural Center, Jefferson Park, Fillmore-Turk Mini-Park, Jefferson Square, Hayward Playground and Buchanan YMCA.

Findings:

A portion of the area designated as Northern Station 2 is located in the Park District. Northern staffed the portion contained in Northern District and tracked it under the Beat Identifier 3E49, 3E49C and 3E49D.

Requirement:

(C) LOWER HAIGHT (Northern Station 3): bounded by Page St. on the North, Laguna St. on the East, Laussat St. on the South, and Divisadero St. on the West, with particular attention to Koshland Park.

Findings:

A portion of the area designated as Northern Station 3 is located in the Park District. Northern staffed the portion contained in the Northern District and tracked it under the Beat Identifier 3E48C and 3E48D.

Requirement:

(D) JAPANTOWN (Northern Station 4): bounded by Post St. on the North, Laguna St. on the East, Geary Blvd. on the South and Scott St. on the West, with particular attention to the Japantown Cultural & Trade Center, Hamilton Recreation Center & Playground, and Japanese Peace Plaza.

Findings:

A portion of the area designated as Northern Station 4 is located in the Richmond District. There is not a priority beat covering this area.

Requirement:

(3) The Officer in charge at the Tenderloin, Mission, Ingleside, Taraval, Southern, Central, Richmond, and Bayview Police Stations shall assign to a foot beat no fewer than one Officer in two of the three daily watches (days, swing, nights), for a total of two Officers per twenty-four hour period, or an Officer or Officers for the equivalent number

of hours, at each station. The Officer in charge shall select the area to be covered by the foot beat, based on his or her assessment of the most critical and immediate need for a physical police presence to address and prevent crime.

Findings:

District Captains placed considerable efforts on staffing the foot beats. During the time period of January 1, 2007 through June 30, 2007, there was an increase in foot beat hours of 86% over the same time period in 2006 for all ten districts.

During staffing shortages, supervisors made decisions on a day-to-day basis to either fully staff sector cars before beats or to staff beats before sector cars. These decisions varied from station to station depending on a variety of factors. These factors included time of day, day of week, officer safety and workload. While foot beat staffing increased 86%, sector car staffing increased 1%. A question posed at the beginning of the study was to determine if increased foot beat staffing would impact the sector car staffing. The analysis indicates that the foot beats did not decrease the sector car staffing, however this may be due to overall staffing increases or reassignment of personnel not originally assigned to sector cars. The SFPD did not provide this level of documentation, therefore a detailed analysis could not be conducted for this report.

Staffing totals for each of the Districts appear in the tables below. For each District, two analyses related to total hours of staffing for each beat are reported. The first analysis depicts staffing for the priority beats initially provided by FOB and the second representing all staffing efforts by the District Captains. What follows is a summary of the staffing analysis by district:

Central District

For the three FOB priority beats (3A42D, 3A44B, 3A46), Central covered beats for a combined total of at least twenty hours a day, from January 1 through June 30, 2007, 48 of 181 days. The Central District Captain did not file any exception reports for the 133 days that did not meet the legislative staffing mandate.

In reviewing all beats in the District, Central Station filled 172 of 181 days.

A staffing table for the Central Station (3A40A, 3A40B, 3A42D, 3A44A, 3A44B, 3A46, 3A46A, 3A46B, 3A52) covering all beats identified during the evaluation as priority by the FOB or District Captains or reaching the 75% of staffing during the evaluation period appears below and a beat-by-beat summary for these beats identified through the evaluation is located in Attachment G.

Table 5 Central Foot Beat Staffing 2002 - 2007¹⁹

Central Foot Beat Staffing 2002 – 2007									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	4,920			5,082			10,002		
2003	5,727	808	16.41%	5,492	410	8.06%	11,219	1,217	12.17%
2004	5,883	156	2.72%	5,698	206	3.74%	11,580	361	3.22%
2005	5,264	-619	-10.52%	4,618	-1,080	-18.95%	9,882	-1,699	-14.67%
2006	4,797	-466	-8.86%	6,081	1,463	31.68%	10,878	997	10.09%
2007	7,088	2,291	47.76%						

Source: HRMS records

Southern District

For the three FOB priority beats (3B40A, 3B40D and 3B43D), Southern covered beats for a combined total of at least twenty hours a day, from January 1 through June 30, 2007, 166 of 181 days. The Southern District filed one exception report matching the FOB priority beats,²⁰ however, it was not a day, which did not meet the staffing requirements. Southern did not file exception reports for the 15 days that did not meet the legislative staffing mandate.

In reviewing all beats in the District, Southern Station filled 181 of 181 days.

A staffing table for Southern Station (3B40A, 3B40C, 3B40D, 3B42A, 3B43D) covering 2002-2007 hours appears below and a beat-by-beat summary of these beats identified through the evaluation is located in Attachment G

Table 6 Southern Foot Beat Staffing 2002 - 2007²¹

Southern Foot Beat Staffing 2002 – 2007									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,882			2,502			4,384		
2003	1,805	-78	-4.12%	1,961	-541	-21.62%	3,766	-619	-14.11%
2004	1,779	-26	-1.41%	2,976	1,015	51.76%	4,755	990	26.28%
2005	4,990	3,211	180.52%	4,609	1,632	54.85%	9,599	4,844	101.87%
2006	4,767	-224	-4.49%	7,107	2,499	54.23%	11,874	2,275	23.70%
2007	10,006	5,240							

Source: HRMS records

¹⁹ Data records cover January 1 2002 – June 30, 2007.

²⁰ Southern filed a total of two exception reports only one covered the FOB beats.

²¹ Data records cover January 1, 2002 – June 30, 2007.

Bayview District

For the five FOB priority beats (3C42C, 3C43B, 3C43C, 3C44B, 3C44C), Bayview covered beats for a combined total of at least twenty hours a day, from January 1 through June 30, 2007, 127 of 181 days. The Bayview District filed two exception reports²² matching the FOB priority beats. The Bayview District did not file exception reports for other 52 days that did not meet the legislative staffing mandate.

In reviewing all beats in the District, Bayview Station filled 179 of 181 days.

A staffing table for the Bayview Station (3C42B, 3C42C, 3C43, 3C43A, 3C43B, 3C43C, 3C44, 3C44A, 3C44B, 3C44C, 3C48) covering all beats identified during the evaluation as priority by the FOB or District Captains or reaching the 75% of staffing threshold during the evaluation period appears below. A beat-by-beat summary for these beats identified through the evaluation is located in Attachment G.

Table 7 Bayview Foot Beat Staffing 2002 - 2007²³

Bayview Foot Beat Staffing 2002 – 2007									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,622			1,491			3,112		
2003	1,559	-63	-3.85%	1,531	40	2.68%	3,090	-23	-0.72%
2004	896	-663	-42.53%	67	-1,464	-95.62%	963	-2,127	-68.83%
2005	1,053	157	17.47%	2,214	2,147	3205.20%	3,267	2,304	239.25%
2006	4,467	3,415	324.42%	5,587	3,373	152.29%	10,054	6,787	207.75%
2007	7,718	3,251	72.78%						

Source: HRMS records

Mission District

For the two FOB priority beats (3D44D, 3D45A), Mission covered beats for a combined total of at least twenty hours a day, from January 1 through June 30, 2007, 158 of 181 days. The Mission District filed one exception report matching the FOB priority beats. The Mission District did not file exception reports for the 22 days that did not meet the legislative staffing mandate.²⁴

In reviewing all beats in the District, Mission Station filled 178 of 181 days.

²² Bayview submitted a total of five exception reports, only two were for the FOB priority beats.

²³ Data records cover January 1, 2002 – June 30, 2007.

²⁴ Mission filed three exception reports, two were for days that it met the number of hours required.

A staffing table for the Mission Station (3D44A, 3D44D, 3D45A, 3D45C) covering all beats identified during the evaluation as priority by the FOB or District Captains or reaching the 75% of staffing during the evaluation period appears below. A beat-by-beat summary for these beats identified through the evaluation is located in Attachment G.

Table 8 Mission Foot Beat Staffing 2002 - 2007²⁵

Mission Foot Beat Staffing 2002 - 2007									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,518			3,973			5,491		
2003	1,822	304	19.99%	1,271	-2,703	-68.02%	3,092	-2,399	-43.69%
2004	3,088	1,267	69.53%	5,604	4,334	341.09%	8,692	5,600	181.11%
2005	4,151	1,063	34.41%	4,432	-1,173	-20.92%	8,582	-110	-1.27%
2006	4,279	128	3.09%	5,687	1,256	28.34%	9,966	1,384	16.13%
2007	8,367	4,088	95.54%						

Source: HRMS records

Richmond District

Richmond did not cover any beats submitted by FOB from, January 1 through June 30, 2007. The Richmond District did not file exception reports²⁶ for the FOB priority beats. Richmond had 181 days not filled and not explained by an exception report.

In reviewing all beats in the District, Richmond Station filled 154 of 181 days.

A staffing table for the Richmond Station (3G43, 3G43C, 3G44, 3G44C, 3G44D) covering all beats identified during the evaluation as priority by the FOB or District Captains or reaching the 75% of staffing during the evaluation period appears below. A beat-by-beat summary for these beats identified through the evaluation is located in Attachment G.

²⁵ Data records cover January 1, 2002 – June 30, 2007.

²⁶ Richmond filed four exception reports, however they were for beats not submitted by FOB.

Table 9 Richmond Foot Beat Staffing 2002 - 2007²⁷

Richmond Foot Beat Staffing 2002 – 2007									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	773			974			1,747		
2003	1,441	668	86.36%	1,593	619	63.50%	3,033	1,286	73.62%
2004	1,594	153	10.62%	1,586	-7	-0.41%	3,180	147	4.83%
2005	1,476	-118	-7.41%	1,939	353	22.26%	3,414	235	7.39%
2006	1,766	290	19.65%	2,246	307	15.81%	4,011	597	17.47%
2007	3,751	1,985	112.43%						

Source: HRMS records

Ingleside District

Ingleside did not cover beats submitted by FOB (3H41D, 3H44C), from, January 1 and June 30, 2007. The Ingleside District did not file any exception reports²⁸ for beats provided by FOB as priority beats. Ingleside had 181 days not filled and not explained by an exception report.

In reviewing all beats in the District, Ingleside Station filled 174 of 181 days.

A staffing table for the Ingleside Station (3H41, 3H41D, 3H44, 3H44C) covering all beats identified during the evaluation as priority by the FOB or District Captains or reaching the 75% of staffing during the evaluation period appears below. A beat-by-beat summary for these beats identified through the evaluation is located in Attachment G.

Table 10 Ingleside Foot Beat Staffing 2002 - 2007²⁹

Ingleside Foot Beat Staffing 2002 – 2007									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,173			596			1,769		
2003	730	-443	-37.77%	825	229	38.42%	1,555	-214	-12.10%
2004	976	246	33.70%	741	-84	-10.18%	1,717	162	10.42%
2005	178	-798	-81.76%	10	-731	-98.65%	188	-1,529	-89.05%
2006	0	-178	-100.00%	1,184	1,174	11740.00%	1,184	996	529.79%
2007	6,347	6,347							

Source: HRMS records

²⁷ Data records cover January 1, 2002 – June 30, 2007.

²⁸ Ingleside filed 13 exception reports, however they were not for beats submitted by FOB.

²⁹ Data records cover January 1, 2002 – June 30, 2007.

Taraval District

Taraval did not cover any beats submitted by FOB (3I41A, 3I43D), from January 1 through June 30, 2007. The Taraval District did not file any exception reports³⁰ for the FOB priority beats. Taraval had 181 days not filled and not explained by an exception report.

In reviewing all beats in the District, Taraval Station filled 133 of 181 days.

A staffing table for the Taraval Station (3I41, 3I41A, 3I46A, 3I43D) covering all beats identified during the evaluation as priority by the FOB or District Captains or reaching the 75% of staffing during the evaluation period appears below. A beat-by-beat summary for these beats identified through the evaluation is located in Attachment G.

Table 11 Taraval Foot Beat Staffing 2002 - 2007³¹

Taraval Foot Beat Staffing 2002 – 2007									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,391			1,497			2,888		
2003	1,511	120	8.63%	1,079	-419	-27.96%	2,590	-299	-10.34%
2004	1,102	-410	-27.10%	832	-247	-22.90%	1,933	-657	-25.35%
2005	970	-132	-11.94%	1,258	427	51.29%	2,228	295	15.26%
2006	1,081	111	11.44%	1,119	-139	-11.05%	2,200	-28	-1.26%
2007	4,181	3,100	286.81%						

Tenderloin District

For the two FOB priority beats (3J41D, 3J43B), Tenderloin covered beats for a combined total of at least twenty hours a day, from January 1 through June 30, 2007, 138 of 181 days. The Tenderloin District filed four exception reports. Tenderloin had 39 days not filled and not explained by an exception report.

In reviewing all beats in the District, Tenderloin Station filled 177 of 181 days.

A staffing table for the Tenderloin Station (3J41A, 3J41B, 3J41D, 3J41E, 3J42A, 3J42D, 3J42E, 3J43A, 3J43B, 3J43D, 3J43E) covering all beats identified during the evaluation as priority by the FOB or District Captains or reaching the 75% of staffing during the evaluation period appears below. A beat-by-beat summary for these beats identified through the evaluation is located in Attachment G.

³⁰ Taraval did not file any exception reports for beats submitted by FOB, of the 4 total filed 1 was on a day where they met the staffing.

³¹ Data records cover January 1, 2002 – June 30, 2007.

Table 12 Tenderloin Foot Beat Staffing 2002 - 2007³²

Tenderloin Foot Beat Staffing 2002 - 2007									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,561			2,299			3,860		
2003	4,932	3,371	215.95%	3,716	1,418	61.67%	8,648	4,789	124.07%
2004	4,434	-498	-10.10%	4,487	770	20.73%	8,921	272	3.15%
2005	3,952	-482	-10.87%	3,541	-945	-21.06%	7,493	-1,427	-16.00%
2006	4,774	822	20.80%	6,316	2,774	78.33%	11,090	3,596	47.99%
2007	10,165	5,391	112.92%						

Total staffing hours for the SFPD foot beats reviewed during the evaluation appear in the table below.

Table 13 Total Citywide Staffing 2002 - 2007³³

Total Citywide Foot Beat Staffing 2002 - 2007									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	19,875			22,846			42,721		
2003	23,017	3,142	15.81%	20,692	-2,154	-9.43%	43,709	988	2.31%
2004	21,362	-1,655	-7.19%	30,482	9,790	47.31%	51,844	8,135	18.61%
2005	31,117	9,754	45.66%	36,500	6,018	19.74%	67,617	15,772	30.42%
2006	44,713	13,596	43.69%	56,447	19,947	54.65%	101,159	33,543	49.61%
2007	83,475	38,762	86.69%						

Requirement:

(4) *The Captains of Northern, Park, Tenderloin, Mission, Ingleside, Taraval, Southern, Central, Richmond, and Bayview Stations shall consult with each other at least once per week, or more frequently as needed, regarding crime and crime trends within the areas covered by their respective stations. The Captains of Northern, Park, Tenderloin, Mission, Ingleside, Taraval, Southern, Central, Richmond, and Bayview Stations shall take information gained from these consultations into account, and shall coordinate with each other, in determining which beats, during which watches, to staff.*

³² Data records cover January 1, 2002 – June 30, 2007.

³³ Data records cover January 1, 2002 – June 30, 2007.

Findings:

Captains of the ten Districts reported meeting weekly with all SFPD Captains at a regularly scheduled Captain's meeting. According to information obtained in interviews, the District Captains used the meetings to discuss crime trends and the deployment of the foot patrols along with other issues facing each District. The Captains or SFPD Administration did not report meetings specific to the foot patrols, however, interviewees reported that discussions on foot patrols were a standing agenda item. During interviews, SFPD members stated that the meetings often included directives and requests from the Command Staff, Board of Supervisors, Mayor's Office and Police Commission. The SFPD did not provide minutes or reports on the outcomes of the meetings or direction provided by FOB.

Requirement:

(5) The Officer in charge of Northern, Park, Tenderloin, Mission, Ingleside, Taraval, Southern, Central, Richmond, and Bayview Stations shall staff the foot beats described above, except where an emergency prevents such staffing. Foot Patrol Officers shall not be called off their foot beat except in an emergency. If a foot patrol that is required by this ordinance is not staffed or is shortened due to a Foot Patrol Officer being called off his or her beat, the Station Captain shall make a report, in writing, to the Chief of Police. The report shall include the beat not staffed or shortened by the call-off of the assigned Officer, and the reasons therefore.

Findings:

Interviews revealed that shift supervisors routinely reassigned beat Officers to special events as such San Francisco Giants baseball games, demonstrations, protests and other large gatherings. Additionally, Beat Officers in the Tenderloin routinely provide security several hours each day for City workers to wash down UN Plaza.

During the time of the evaluation, collectively the District Captains filed thirty-seven exception reports. Of the total, fourteen were on days they did not meet the mandate.³⁴ According to the reports, the department did not fill the beats due to sickness, short staffing, reassignment or special events.

Requirement:

(6) The Police Department, in its discretion, may staff a foot beat with two or more Officers, where additional staffing would increase Officer safety or enhance the effectiveness of the foot patrol.

³⁴ Exception Reports are forms designed by the FOB to track when District did not staff beats and the reasons why.

Findings:

The Captains routinely assigned two Officers to beats in high crime areas, especially in Northern, Tenderloin, Bayview, Mission, Southern, Taraval and Ingleside. Officer safety was the primary reason given for the two Officer beats.

Requirement:

(7) Notwithstanding the detailed street descriptions in Sections 10A.1(a)(1) and 10A.1(a)(2), above, the Officers in charge at Park and Northern Stations during any shift in which a foot patrol is staffed shall have discretion to determine the specific route based on community needs and evolving or emerging patterns of criminal activity or suspected criminal activity.

Findings:

Interviews and written input revealed that Officers had the discretion and latitude to adjust beats and routes according to specific needs of the District.

Requirement:

(b) Requirements for Officers and Supervisors. Foot patrols shall be managed to identify and reduce the incidence of crime in the areas most heavily impacted by crime.

Findings:

According to the SFPD, they have placed the beats at locations believed to be high crime areas. However, crime analysis capability is limited at the Citywide and District level and the SFPD did not report running any baseline or month-by-month crime analysis reports prior to the start of the pilot, therefore it is not possible to know what tool the department used to determine beat locations. While Captains are aware of what is occurring, it is impossible to know unequivocally what the current crime trends are without appropriate and timely data.

Requirement:

(1) Officers assigned to foot patrols shall:

(A) Make every effort to be known in the community through constant interactions with residents. In particular, Officers on foot patrol should establish a periodic physical police presence at schools, community centers, senior centers, homeless shelters, churches and other places of worship, housing authority developments, after school program locations, and other locations where seniors, children and youth gather.

Findings:

The SFPD did not issue uniform specific goals and objectives or District-by-District expectations for the Officers assigned to the foot patrols.

When asked what goals or objectives the SFPD provided or they were attempting to reach, Foot Patrol Officers had many different responses including:

- Address quality of life issues,
- Be visible,
- Deter crime,
- Check on business owners,
- Give parking tickets,
- Handle intoxicated people,
- Be the face of the department,
- Get to know residents and merchants,
- Walk and say Hi,
- Take care of the homeless problem, move the homeless along,
- Community Policing, get to know the merchants and the bad guys,
- None, other than being told to target specific areas,
- Take care of the beat,
- Reach out to the community and merchants,
- Identify criminals,
- Work with other agencies to address issues and attend community meetings,
- Told daily what area to concentrate on,
- Talk to merchants,
- None, only when special interests get involved,
- None, set my own goals based on what is going on,
- Be a liaison to the community,
- Meet the needs of the community.

The variety of comments is indicative of a lack of overall direction from the administration. Some Officers interacted regularly with merchants, citizens and groups while others did not. The lack of consistency was evident from Officer to Officer and District by District.

Requirement:

(B) Identify and address crime and nuisance problems that impact the quality of life and the level of fear of neighborhood residents. Foot Patrol Officers should work with neighborhood residents and City agencies to identify and eliminate any structural, physical, or other features that may hide or encourage crime or criminal activity.

Findings:

The interviews revealed that the majority of the Foot Patrol Officers understand how quality of life issues affect the community. Some Officers work with other City and social service agencies when requested or when the Officer needed the service of the other agency to address issues. Others work routinely to coordinate efforts to reduce crime. However, there is not an overall plan or process in place to identify and address crime and nuisance problems at a Citywide or District level. As self-reported, Officer activity appears to be mostly reactive in nature. Officers are generally unaware of crime prevention programs directed at environmental³⁵ or community based issues. While there are some efforts in this area, they appear to be individual efforts and not based on a department wide strategy.

Requirement:

(C) Foster collaboration and open communication between police Officers and community members, including neighborhood groups, merchants, faith-based groups, schools, and neighborhood leaders.

Findings:

Interviews revealed that Foot Patrol Officers rarely worked with community groups on problem solving and most did not lead or participate in ongoing community based initiatives. Instead, many officers attended regularly scheduled meetings that were mostly reactionary in nature. The majority of Officers interviewed expressed greater levels of comfort meeting with merchants than with citizens. Interaction with citizens occurred most often as the result of recent police related activities.

Requirement:

(D) Encourage residents' involvement in activities that contribute to crime prevention, including neighborhood watch activities, neighborhood clean-up and beautification, and crime prevention educational programs.

Findings:

There is some evidence of participation and involvement in the activities listed above at the Foot Patrol Officer level as depicted in reports written in June of 2007. However, as noted in "C" above, the involvement is overwhelmingly reactionary.

³⁵ A popular strategy employed by police departments is Crime Prevention Through Environmental Design (CPTED), which addresses issues such as lighting or shrubbery that conceals crime areas.

Requirement:

(2) The Captains of Park, Northern, Tenderloin, Mission, Ingleside, Taraval, Southern, Central, Richmond, and Bayview Stations, and other commissioned Officers as appropriate, shall:

(A) Work with Foot Patrol Officers and the community to develop policing priorities and strategies -- including prevention, intervention and enforcement -- that are specific to the neighborhood and the needs of its residents.

Findings:

There is some evidence of the Captains and commissioned Officers working with the Foot Patrol Officers to develop policing priorities and strategies. Interviews with the Chief revealed that other than DGO 06-02, there are not any written plans in place related to the implementation of foot patrols from the FOB. Interviews and surveys reflected the lack of a plan.

Requirement:

(B) Assist in the recruitment, orientation, training and evaluation of Officers assigned to foot patrols.

Findings:*Recruitment*

The SFPD did not develop a citywide plan for recruiting, selecting or assigning Foot Patrol Officers, therefore the process-varied District by District and within the Districts.

The following is a list of the variations found related to the assignment of Foot Beat Officers:

- Volunteered,
- Volunteered based solely on seniority,
- Assigned without explanation,
- Assigned to least senior Officer,
- Requested and then assigned after decision of supervisors,
- Volunteered based on seniority and bid on every shift change,
- Captain picked from volunteers based on suitability for position,
- Captain hand picked the Officers and assigned, and
- Captain requested certain Officers to take the assignment.

Interviews revealed that a specific job description for Foot Patrol Officers and outcome and performance measures were not developed.

Orientation

The SFPD did not provide information regarding foot patrol orientation, nor did anyone interviewed discuss such a process.

Training

The SFPD provided three documents related to training for foot patrols. The first is an undated two-page document titled "SFPD Guideline & Strategies for Effective Foot Patrol." The second document is an undated one page bulleted list titled "Principles and Guidelines for Foot Patrol". The third document is an undated PowerPoint presentation containing seventy-seven slides. A significant portion of the presentation focused on the history of foot patrols.

The SFPD affirms it held four training sessions. Official rosters for all sessions provided by the SFPD show the following dates and number of attendees.

November 20, 2006	33 Officers
November 22, 2006	34 Officers
April 05, 2007	10 Officers
April 18, 2007	12 Officers

A total of 89 Officers participated in the training. A majority of Officers interviewed confirmed attending a daylong training.

Evaluation

The SFPD did not provide any evidence of an evaluation system and confirmed that evaluations are only conducted on probationary employees and semi annually for permanent employees.

Requirement:

- (C) Establish and oversee the reporting and tracking systems required by this Section.*
- (c) Citywide study, Reporting and Review.*
- (1) The Police Department shall compile data regarding all reported crime within the foot beats described in Section 10A.1(a), by type, during the one year period of this pilot program. The Captains of Park, Northern, Tenderloin, Mission, Ingleside, Taraval, Southern, Central, Richmond, and Bayview Stations shall also keep detailed records of the foot beats actually staffed, including time, date and Officer or Officers assigned.*

Findings:

The SFPD did not provide documentation of a comprehensive, uniform, reporting and tracking system. While different sections of the SFPD attempted to collect data, a process that yielded usable data or provided analysis was not established. Additionally, the SFPD did not provide any statistical data on the implementation of the foot patrols. Individually, Districts did track information that Captains presented in newsletters they wrote and at community meetings.

Staffing Records

As part of the study, the SFPD provided staffing spreadsheets in Excel. The spreadsheets were inconsistent month to month, did not provide information regarding staffing analysis based on hours and do not clearly explain the information contained on the sheet or why specific beats appeared highlighted in varying colors.

Due to the inability to use these reports for tracking the staffing of the beats, PSSG used HRMS data to reconstruct the staffing of beats by days and hours. The HRMS data is considered the official records for staffing numbers used in this report. PSSG also reviewed the Daily Assignment Sheets and the Captains Morning Reports as a means for understanding the document process flow and potential opportunities for error.

Exception Reports

As part of the foot patrol program, an exception report process was developed. The process was to capture the reason a District did not staff a particular beat on a particular day. The reports vary slightly from District to District, are paper based, vary in content related to reasons for beats not being staffed and were never entered into a database for ongoing tracking. Of the 37 exception reports provided, the most cited reason for not staffing a beat was “lack of staffing” the next most cited reason was Beat Officers needed to staff a special event.

Beat Activity

The SFPD did not provide information specifically related to activity on the beat. Several Captains required Officers to submit daily activity sheets but it does not appear that the process is uniform throughout the City. In the DG0 06-02, there is reference to the requirement of submitting the activity sheets at the end of the watch, however FOB did not provide these reports.

509 Forms

The department uses the “509” Form to capture problem-solving initiatives (referred to by many in the department as the Community Policing Report). The

forms are all paper based. The Community Policing Division created an electronic form, but the SFPD did not put the forms into a database. Most Officers revealed in the interviews that they either did not know about the 509 Forms and/or they did not use them. Of the 467 forms reviewed by PSSG most reflected information regarding community meetings.

Requirement:

The Police Department shall compile and maintain records of (i) redeployment or reassignment of staff between stations, or from sector cars to foot patrols within a station, in response to the requirements of this ordinance, and (ii) response times to priority calls for service (A and B calls) at Park, Northern, Tenderloin, Mission, Ingleside, Taraval, Southern, Central and Richmond and Bayview Stations, during the one year period of this pilot program.

Findings:

The SFPD did not provide information on redeployment or reassignment.

The SFPD did not provide information on response times, however PSSG calculated the times as part of the study. Citywide mean response times, in minutes, calculated by PSSG appear in the tables below.³⁶ The first table is calculated based on the categories created by PSSG based on the codes in the CAD system. Appendix H provides the codes that comprise the response time crime categories.

Table 14 Citywide Response Time in Minutes by Categories of Crime

Citywide Response Times in Minutes - Mean											
Year	Assault Battery	Auto Boost	Auto Theft	Burglary	Domestic Violence Calls	Homicide	Quality of Life	Robbery	Theft	Weapon Calls	Other
2002	7.02	6.24	14.09	13.03	11.19	7.20	7.42	5.03	11.49	3.76	9.90
2003	6.85	5.80	14.30	13.06	7.88	4.05	7.60	5.76	11.85	3.98	10.17
2004	7.03	6.26	14.29	13.49	7.68	4.12	7.72	6.57	12.11	3.83	10.43
2005	7.27	6.95	14.38	13.51	7.30	3.91	7.74	6.00	12.43	3.94	10.43
2006	7.16	6.62	15.46	13.03	7.11	2.99	7.87	6.34	12.45	3.81	10.47
2007 ³⁷	7.09	6.72	14.81	13.38	6.00	3.17	7.66	5.44	12.20	3.54	10.29

There are three notable changes in the response times. Domestic Violence, Robbery and Weapon response times decreased slightly. There have been decreases in these areas as seen in the CAD calls for services and Officer

³⁶ Response time calculated on time dispatched to time on scene. Category breakdowns appear in Attachment H.

³⁷ The first six months of 2007.

initiated activity and CABLE crime incident data, however until this is seen over a longer time period, an absolute trend cannot be established.

The next table shows the response time by the traditional categories of A, B, and C. Priority A calls are of the highest priority. Priority B calls are second in priority and C calls are the third level of priority calls. The SFPD did not supply a breakdown of the designations of crime codes included under the priority A, B, C, categories which limits the level of analysis without additional data runs of specific calls to determine the calls for each category.

Table 15 Citywide Response Times by Priority A, B, C Categories

Citywide Response Time in Minutes Mean - Priority A –B - C			
Year	A	B	C
2002	4.27	7.59	11.11
2003	4.43	7.78	11.44
2004	4.43	7.89	11.55
2005	4.56	8.08	11.54
2006	4.58	8.30	11.48
2007*	4.36	8.02	11.37

Source: SFPD CAD Records

It is important to note that the average response times calculated for the SFPD under both methods, for the most part, remained consistent since 2003, with only moderate fluctuations occurring in each crime category. The changes may be a reflection of the reduced demands for police intervention resulting from the decline in the incidence of criminal activities in certain categories. However, it will be important to monitor the response times in the future to determine if changes are sustained.

Requirement:

The Captains of Park, Northern, Tenderloin, Mission, Ingleside, Taraval, Southern, Central, Richmond, and Bayview Stations shall report the data on the incidence of crime, the staffing of foot beats and response times to calls for service, at each monthly community meeting held in the District Station.

Findings:

The SFPD did not provide minutes or handouts for community meetings held in the District Stations, however, through interviews with Captains and review of District newsletters, there is evidence that this occurred in some of the Districts.

Requirement:

(2) Six months and one year from the operative date of this ordinance, the Police Department shall submit to the Board of Supervisors, the Police Commission and the Mayor's Office of Criminal Justice a comprehensive report analyzing the effectiveness of this pilot program in reducing crime within the areas described by the foot beats in Section 10A.1(a). The report shall include:

(A) all reported incidents of crime within those foot beats, by type, during the reporting period, compared with a relevant period prior to establishment of this pilot program,

(B) an analysis of the actual staffing of the beats during the reporting period,

(C) an analysis of response times to priority calls for service (A and B calls) during the reporting period, compared with a relevant period prior to the establishment of this pilot program, and

(D) an analysis of the rate of crime throughout the City, compared with a relevant period prior to the establishment of this pilot program.

In addition, at six months and one year from the operative date of this ordinance, the Mayor's Office of Criminal Justice shall submit to the Board of Supervisors and the Police Commission a comprehensive community survey on public safety issues, such as the Community Survey on Public Safety developed and implemented by the San Francisco Safety Network.

(3) The Police Department, in consultation with the Controller's Office and the Mayor's Office of Criminal Justice, shall engage in a comprehensive study of the need for and the efficacy of foot patrols throughout all areas of the City. With an emphasis on areas experiencing high incidents of crime, and in particular violent crime, the Police Department shall identify those foot patrols that will best serve the goal of deterring crime and enhancing police-community relations. There shall be at least one foot beat in the area covered by each and every District Station. The Police Department shall report its findings to the Board of Supervisors and the Police Commission as part of the six-month report required by Section 10A.1(c)(2). The Board of Supervisors shall hold a hearing on the feasibility of adopting a Citywide foot patrol program.

Findings:

The Controller's Office contracted with PSSG, at the request of the Police Commission and SFPD, for the expressed purpose of providing the Mayor's Office, BOS, Police Commission and with a comprehensive report evaluating the foot patrol pilot program implementation. The SFPD provided raw data files that PSSG then used to capture department activities. The findings for these areas

are contained in the body of this report, which is the first in relation to the Legislation. Any findings under the above section are based on records provided to PSSG from the SFPD, comprehensive department and community surveys, focus groups and interviews.

Requirement:

(d) General Welfare Clause. In undertaking the enforcement of this ordinance, the City is assuming an undertaking only to promote the general welfare. It is not assuming, nor is it imposing on its Officers and employees, an obligation for breach of which it is liable in money damages to any person who claims that such breach proximately caused injury.

(e) One-Year Sunset. This ordinance shall expire by operation of law one year from the operative date of the ordinance. Upon the expiration of this ordinance, the City Attorney shall cause it to be removed from the published code.

*(f) Operative Date. This ordinance shall become operative on January 1, 2007.
(Added by Ord. 274-06, File No. 060700)*

Findings:

Sections (d), (e), (f) did not warrant a finding, but are included to show the complete Legislation.

Department Actions

This section reviews the actions taken by the SFPD, general findings about its approach to the Legislation not incorporated in the summary findings based on the requirements and the beats considered for the study.

SFPD Policies

On December 22, 2006, the Deputy Chief of Field Operations issued SFPD Field Operations Bureau (FOB) General Order No. 06-02 (the Order) titled, *Dedicated Foot Patrol Assignment*. The order provided an overview of the SFPD's policy on foot patrols and the role of the beats in regards to the crime prevention and Community Policing efforts of the SFPD. It also stated the department's commitment to providing consistent foot patrols and training of Foot Patrol Officers in the City. The order contains the following:

- The procedure for staffing, assigning and documenting foot patrols in the ten police Districts mandating that District Captains staff two foot patrols seven days a week with the same Officer(s) assigned to the same patrol every day. The two mandated foot patrols were to be different watches. It also required the Captains to provide an updated list of the names of the Officers assigned to FOB.

- The requirement that the District Captain's Morning Report contain the foot patrols worked for that date and the Officers assigned. It stated Officers must submit a copy of their Computer Aided Dispatch (CAD) report at the end of each watch. The Captains were then responsible for collecting all information pertaining to the community activities, citizen contacts, enforcement actions, dispatch records and crime data relating to each foot patrol. The Captains were to use the information to inform citizens of activities in their neighborhoods and to present at COMPSTAT³⁸ sessions.
- The duties of the Foot Patrol Officers and the responsibilities of the supervisory staff to recruit, train and evaluate Foot Patrol Officers.
- A requirement, titled Legislative Requirements for Commanding Officers mandating the Captains of Park, Northern, Richmond and Taraval to consult with each other at least once a week regarding crime and crime trends in their Districts.
- A mandate that the SFPD compile data regarding all reported crime within the foot patrols by type, during the one-year period of the pilot program. The Captains were required to report on the incidences of crime and staffing of the foot patrols at each monthly community meeting held at the District Stations.

The DGO described is the only formal directive issued by FOB on the Legislation.

Comparison to Legislation

Generally, the DGO replicates the information contain in the Legislation. However, actual implementation of the pilot program by the SFPD does not appear to be consistent with the intent of the Legislation or the direction of the Order.

Development and Documentation of the Foot Patrols

On January 8, 2007, the FOB issued a memorandum requesting information from each of the District Captains. The memorandum, due back to FOB on January 9, 2007, specifically requested the Captains review beat locations and ensure they are correct down to the block level.

FOB found and provided two responses to the memo for review.

In a memo dated January 8, 2007, the Deputy of FOB requested a staffing plan for each District including information on foot patrols due back to FOB on January 24, 2007.

FOB did not provide this information for review.

On May 29, 2007, FOB sent a memo to the Districts requesting information on beat assignments, beat involvement with community and business groups, 509 forms and other related beat information. Reports were due back to FOB on June 15, 2007.

³⁸ COMPSTAT stands for COMPUter STATistics, a process used by police departments to address crime through data analysis.

FOB provided the reports for each of the District Stations in raw form on December 14, 2007.

Implementation Issues

Communication

A disconnect between the implementation and the Legislation started with the notification of SFPD personnel of the pilot program itself. The SFPD did not adopt a proactive approach for the notification of its members. A majority of the members surveyed noted they became aware of the mandated foot patrols by media coverage.

As reported during the interview and survey process, as recently as October 2007, some Command personnel had not seen the Order, penned on December 22, 2006. Based on information obtained during the interviews and the surveys, there was confusion among the supervisory personnel and line Officers of the District Stations as to the nature of the mandated patrols. Further complicating the process was the fact that SFPD did not provide Officers with official maps, job descriptions, goals, objectives, reporting tools or plans for the implementation of foot patrols.

Interviews of SFPD personnel, BOS members, Police Commission members, community members and business groups provided differing observations, thoughts and opinions about the development and implementation of the Foot Patrol Pilot Program. While the requirements of the Legislation were clear, there were not corresponding SFPD goals and objectives set forth in a strategic plan to address the requirements. An issue arose during the interviews centering on concerns about the outcomes of this study and its reflection on those having to execute the program but not having a role in the planning. It is important for those reading the study to separate the issues of Officer activity and implementation of the Legislation.

The process leading up to, and resulting in, the drafting and passage of the Legislation is viewed by some as being an interactive and communicative process between the BOS and SFPD while others feel that the SFPD was not brought into the process until after the Legislation was drafted and in process. Others believe that the SFPD ignored requests from BOS members and citizens to assign more foot patrols, due to a spike in violent crime in the Western Addition. There is conflicting information as to the level of commitment to foot patrols by SFPD both prior to and after the Legislation. While the ultimate result of the initial conflict led to the Legislation, for the long term, the community, government officials and the SFPD need to come together to establish strategies that will meet the public safety needs of the community.

Data

There were several complications related to studying beat activity. One of the most difficult issues to overcome was the fact that the crime data did not link to a specific

beat and that the CAD system did not have any of the beats mapped into the system by plot location.³⁹ The lack of ability to acquire data in a systematic fashion hampered the ability of the SFPD to target crime and develop actions.

SFPD did not provide an updated crime codebook for data analysis. Thus, the data had to be run twice as the first run did not include 110 codes needed for the analysis.

Not only did the data issue affect the study, but also the daily operations at the District Stations. Lack of available data for the District Captains impacts their ability to address crime and quality of life issues.

Resulting from the study data, PSSG has provided data sets for both CAD and CABLE and plot maps for each District, for use in planning future foot patrols. The tools that have been developed allow for continual updating to reflect the most recent department data.

Reporting and Documentation

The evaluation was hampered by the lack of a unified reporting system and lack of timely transmittal of documents. On December 14, 2007, FOB provided reports written by Officers in June 2007. As the SFPD did not establish uniform reporting systems, information provided varied between each District. Each report showed significant activity of Officers attending meetings. However, categorizing the data was difficult due to the absence of templates and electronic formatting. The different reporting styles and the variety of perceptions of policing strategies reflected in the reports illustrate the lack of a uniformed approach citywide, but does not diminish the efforts of individual Districts.

Department Survey Results

A department survey was administered from September 21 through October 5, 2007. A survey was mailed to the home address of every member of the SFPD. Three hundred and fifty three surveys were returned with 330 of the surveys were classified as valid and included in this analysis. Key information gained from the department surveys is presented below.

Determining Beat Times and Locations

When asked about the time of day best for staffing beats, 245 department members responding to this question as follows:

- 45% percent of the respondents said that foot patrols should be staffed between the hours of "1100-2100,"
- 36% answered "0900-1900,"

³⁹ Plots are defined areas in the City the SFPD tracks calls for service and crime data by address location.

- 29% of respondents had "no preference, all times needed,"
- 22% answered "1600-0200," and
- 6% responded that foot beats should not be staffed at all.

When asked who should determine beat locations, 292 responded to this question. Following is a summary of what they believed were viable strategies to determine beat locations:

- 51% of the respondents indicated that foot beat locations are best determined by "District Captains supported by crime analysis"
- 44% answered "District Captains"
- 36% responded "Combination of District Captain decision and community requests"

SFPD Perceptions on Effectiveness

The majority of respondents to this open-ended question answered that foot patrols are effective because they enable the police to foster better relations with the public, to better interact and communicate with the public, and therefore, to better understand the public's needs in a certain area. Respondents also said that to a certain extent, foot patrols, with their physical police presence deter crime and help make merchants and residents feel safer.

Fifty-seven percent of the respondents said that foot patrols and bicycle patrols are equally effective. Officers also offered the following comments

- Beats in high crime areas should be staffed by two officers
- All foot patrol officers should be adequately trained.
- Assign officers only to foot patrol, so the community sees the same officers on a daily basis.

Community Survey Results

Administration of the community surveys occurred in three ways: online, in person at community meetings and by telephone. The written survey was provided in English, Spanish, Russian and Chinese. PSSG worked with City departments, social service agencies, community and merchants groups to distribute the survey during the time period of September 14 through October 15, 2007. There were 2,100 written and telephone surveys submitted. Of the surveys returned, 1,532 were from residents, 97 businesses and 41 visitors. There were 138 non-English surveys completed. Information collected through the survey process appears throughout this report.

The following key points were extracted from survey results of both the written and telephone surveys conducted in the community.

Determining Beat Locations

Community members responded that the department should be ultimately responsible for determining beat locations.

- 51% of the telephone respondents and 27% of written survey respondents indicated it should be District Captains,
- 37% of the telephone respondents and 29% of the telephone respondents indicated the Police Chief should be selecting the locations,
- 17% of telephone respondents and 6% of residents selected Patrol Officers and
- 14% of all survey respondents believed elected officials should select locations.

In general, “Community Members” received moderate support for determining staffing and station needs; this group was selected by 15% of those surveyed. However, in the Mission and Tenderloin Districts, respondents’ support for Community Member input was either equal to or greater than the support for law enforcement groups.

Knowledge of Foot Beats

A majority of individuals, approximately 67%, responding to the survey were aware of foot patrols before taking the survey. Written survey respondents in Northern (90%) and Park (81%) were more likely to be aware of foot patrols than residents in other districts. Of the telephone respondents Tenderloin respondents (85%) and Park and Mission (73%) reported the highest level of awareness of foot patrols prior to taking the survey. Residents who were not aware of their district were less likely to be aware of foot patrols than residents who knew the district in which they resided.

Of the telephone respondents, 54% were not sure if they had foot patrols in their neighborhoods compared to 33% of the written respondents. Fifty percent of all respondents reported first seeing foot patrols more than six months before participating in the survey.

There are differences between those responding to the written survey and those responding to the telephone survey. Fifty five percent of respondents to the written survey belong to neighborhood groups that address community safety where only 15% of telephone respondents belong to a neighborhood group. This finding is significant as it establishes that outreach to neighborhood groups is a viable method for sharing information. However non-traditional outreach that reaches all community stakeholders is vitally important as only a small number of community members attend the meetings. To appropriately share information citywide, the SFPD needs to employ a variety of strategies to inform stakeholders

Maps 1 and 2 show where survey respondents lived relative to their positive responses regarding the presence of foot patrols in their neighborhood. Respondents to the written surveys in the Mission, Northern, Central and Park and a small portion of

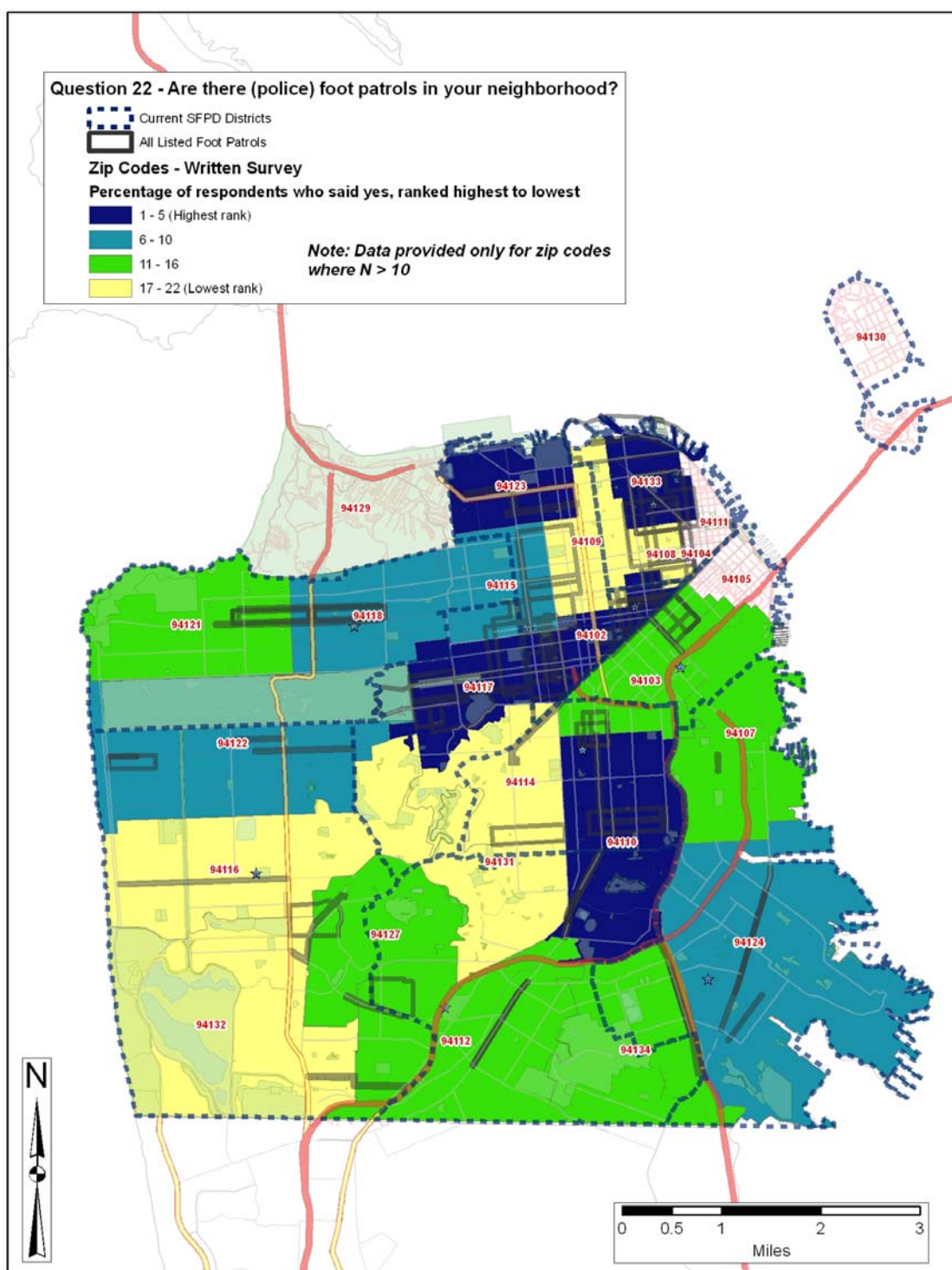
Ingleside report a higher percentage of foot patrols in their neighborhood. In the telephone survey, Northern (60%) and Mission (53%) had the highest reporting level of neighborhood foot patrols.

The maps portray the rank order by zip code, of survey respondents answering “Yes” to having foot patrols in their neighborhood. There are areas of the city in which less than 10 individuals participated in the survey. While the responses are factored into the overall survey results, the zip code data is not included as part of this analysis.

Impact of Foot Beats

SFPD Department Surveys conducted show that 66% of members responding believe foot patrols are a viable strategy for the department. Responses from the community indicate that 90% of the respondents believe that foot patrols are a necessary tool for the SFPD to use to address crime, public safety and quality of life issues.

Map 1: Resident Awareness of Foot Patrols – by Geographic Area

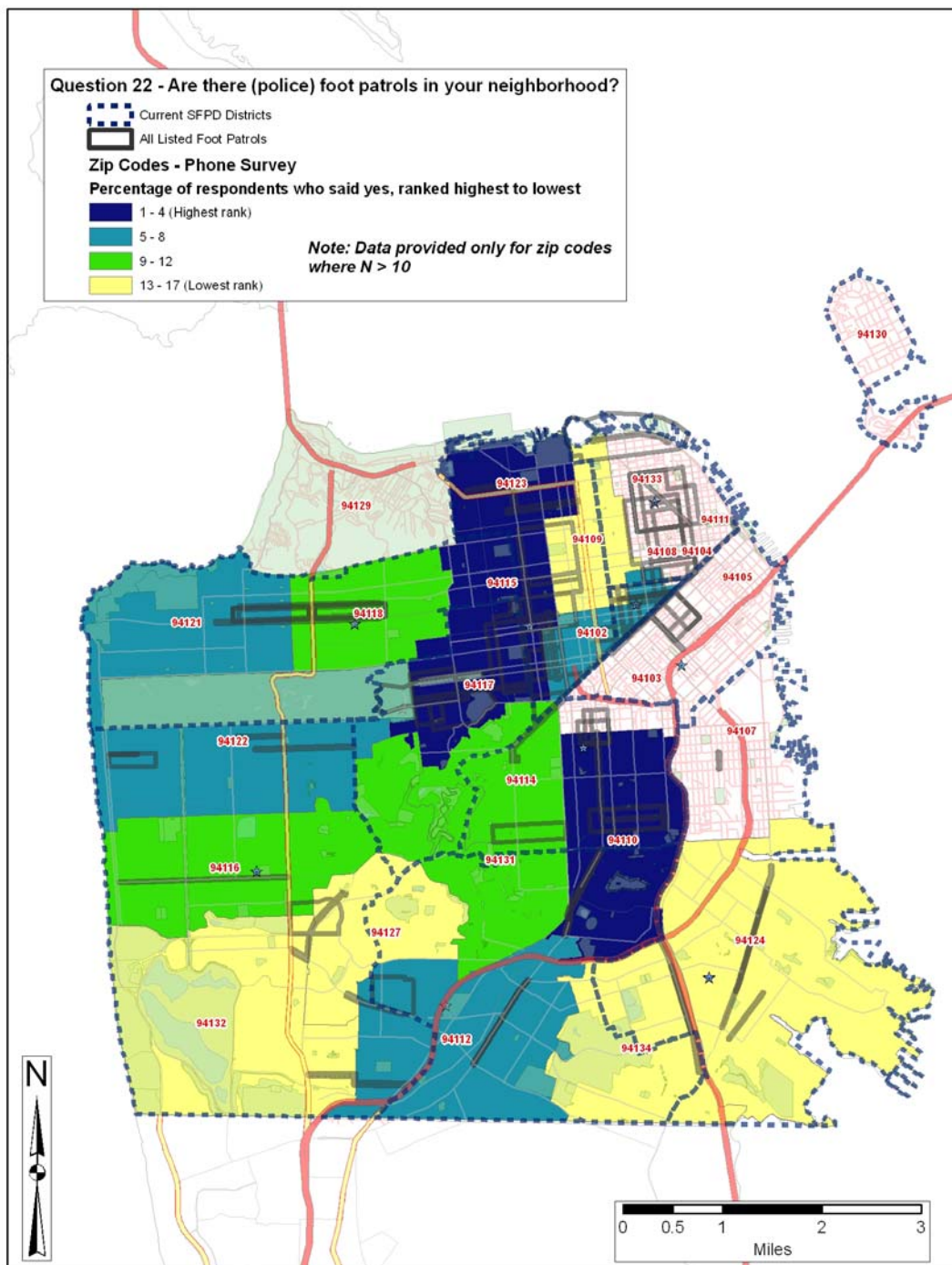
Written Survey Respondents⁴⁰

Source: PSSG based on written survey respondents September – October 2007

⁴⁰ This maps reflects 1,532 respondents.

Map 2: Resident Awareness of Foot Patrols – by Geographic Area

Telephone Survey Respondents⁴¹



Source: PSSG based on telephone survey respondents September – October 2007

⁴¹ This map reflects 430 respondents.

Focus Group Information

The following section offers comments and thoughts from the participants in the community-based focus group. Responses to the question (in bold) are reflected in the recommendations section of the report.

“What do you think of when someone mentions foot patrols?”

- Proactive policing
- Relationship building
- Face to face contact
- Neighborhood officers gives more consistency
- Foot vs. car means direct policing
- Takes barriers away
- Visibility

“Why do you believe foot patrols were mandated?”

- Rising crime and failure of police to address issues
- Wanted more visibility
- Murders and violent crime rising
- SFPD was talking about Community Policing, but was not doing it
- BOS/citizens wanted more public contact from police, including more contact with youth

“What did you believe the mandate would accomplish?”

- Improve relationship between police and community, only on the surface level though, need more than beats to truly do this
- Lower crime
- Address quality-of-life issues, thereby reducing larger crimes
- Help police understand neighborhood concerns
- Get the police out of the cruisers

“Should the beat be staffed with the same officer all the time?”

- Yes, need consistency
- Officers all need the same baseline training - cultural training, community relations, common courtesy with public contacts, how to conduct community meetings, leadership training
- Need officers who want the assignment and have good people skills
- Officer can learn and address neighborhood problems, similar to SRO's

Visibility vs. Crime Prevention**“Do visible officers prevent crime?”**

- Yes, they deter all crimes in the area where they are visible

“What strategies need to be put into place along with foot patrols?”

- Provide a local place for the officers to get out of view to do reports and eat
- Educate the police commission so they support the officers, especially at the public meetings
- Involve the officers in positive community events and contact with the public
- Have officers work in plainclothes at some events
- Training as stated above
- Educate the community to understand the officers' job and get more community support, i.e. thank you / recognition

“Who else should be included in foot patrol efforts?”

- Community needs to understand the role of the beat officer and find ways to support them
- Neighborhood watch programs would be a form of support
- Citizen patrols should be encouraged, organized, and trained by SFPD

Beat Location Selection**“Who should select foot patrol locations?”**

- Captains and Commanders with community input
- Community should not decide, but should have input in the decision

“What do you think the department should do if a suggested location has less crime than another location?”

- Beats should be in high crime areas; but the reality is that politics will result in beats in other areas

The idea to share beat officers was brought up by the group: in low crime areas, have beat officer share time between several areas.

“What do you think the community needs to know about the selected locations?”

- Where the beat is located
- Who the officers are
- How to communicate with the officers

“How often should beats be evaluated?”

- It was the consensus that the department should implement an evaluation process, but the timing should be at their discretion.

Community Education Needed for Understanding and Implementing Changes**“What strategies should the department use to let the community (e.g., residents, business owners, etc.) know what is going on with the beats?”**

- Email (by signup) from the District Captains to members of community
- Weekly newsletters from the districts
- Daily emails of urgent information
- Attend community meetings and pass along information
- Have beat officers attend meetings

“How often should the SFPD meet with community groups?”

- At least monthly and when unusual activity is occurring

“Who from the Department should meet with the groups?”

- Captains on a regular basis at the districts and in areas such as public housing
- Beat officers at the local level

General Comments

- The first priority of the beats should be to prevent crime
- Officers should be more proactive, not just chasing crime
- More proactive policing to avoid future BOS legislation

According to participants, SFPD needs to do the following:

- Take televisions out of the District reception areas, as officers pay more attention to them than citizens at the window
- Have an implementation plan for each beat with measurable outcomes
- Improve communications with the courts
- Hire more officers
- Educate community as to what beat officers need from community beyond just calling the police
- Encourage community patrols
- Reduce paperwork for officers
- Staff cars, but have officers get out of cars and walk in areas

Summary

The findings based on the implementation show that the District Captains placed considerable emphasis on staffing the beats and seemingly exceeded staffing expectations. Beat officers participated in community meetings and outreach on a regular basis. Lacking with the foot patrol program implementation was an overall plan, structure and documentation from the FOB.

The community and department surveys show that there is widespread support for foot patrols, that both SFPD members and the community are positive about the future of foot patrols and both groups have clear ideas for improvement of the program. Comments received during the focus groups show that community members are aware of the process of the Legislation, understand the limitations of foot beats and are prepared to engage in the future development of a foot beat strategy that will improve the potential for success.

The next section provides information on the SFPD and each of the Districts and specific beat information.

District Stations - Foot Beats

This section provides information on the SFPD, the organizational structure of the Districts, staffing and specific foot beat information for each District. The section also offers an overview of calls for service and officer initiated activity as reported in CAD, crime incidents as reported in CABLE and maps of the various beat configuration Citywide and for each District.

San Francisco Police Department - Overview

The SFPD began operations on August 13, 1849. The department operated under a Chief, Captain, Deputy Captain, three Sergeants and thirty Officers. From January through June of 2007, the department had staffing of 2,296 sworn and 350 civilians working in one of 10 District Stations, specialty divisions, the airport or the department headquarters.⁴²

District Station - Patrol Strategies and Staffing

Authorized staffing at each District Station includes one Captain, four Lieutenants and 16 Sergeants. The number of Patrol Officers varies in relation to population and crime statistics within the District. For example, the number of Officers ranged from a high of 147 in the Southern District to a low of 86 in the Richmond District (January of 2007). Special events such as demonstrations and baseball games often require Officer reassignment from the District.

The District Captains handle the day-to-day command of the District. During the evaluation period January – June 2007, the District Captains reported to a Commander assigned to the FOB located at Police Headquarters. The Commander of the FOB reported to the Deputy Chief of the FOB. During an absence of the Captain during scheduled hours, the senior Lieutenant on duty serves as the Acting Captain.

District Lieutenants assigned to either the day or evening watch are responsible for that specific shift. One Lieutenant in each District, designated as the Community Policing Lieutenant, has responsibility for handling the Community Policing concerns in the District. Each of the three shifts has Sergeants assigned with one Sergeant acting as the Administrative Sergeant on day shift.

The Officers work 10-hour shifts. The weekly schedule staggers, with 5 days on/3 days off for 5 weeks and then 4 days on/4 days off for 3 weeks. Officers in the Districts are assigned either to a specific shift on patrol or to a specialty assignment.

⁴² The numbers in the report are calculations completed by the Controller's Office and based on HRMS data. These numbers are person counts and not Full Time Equivalents.

Specialty assignments at the District level include:

- Two motorcycle Officers per District;
- Up to seven Officers per District with specialty assignments by the Captain, referred to as “The Captains Watch”;
- Up to two homeless outreach Officers;
- Graffiti Officer;
- Officers assigned to the gang task force;
- Up to twelve undercover Officers (numbers vary from District to District),
- Park Officers (in Districts with large parks) and
- Officers assigned to answer telephones and staff the lobby windows.

Officers in marked “radio” police cars patrol Districts divided into sectors. Depending on the location, staffing and time of day there may be two Officers assigned to a patrol car. Within the sectors there are areas designated as foot beats. These beats are either one or two Officer beats depending on location, staffing and time of day. The Legislation mandated beats in every District, by the number of hours that the beats are staffed and specific patrol locations for two of the Districts. In addition to the mandatory beats, many of the Districts have additional beat locations. Staffing of these additional beats occurs everyday in some areas with others assigned according to staffing availability. Captains are required to file an Exception Report if a mandatory beat goes unfilled.

Each District has a certain number of overtime hours per week for violence reduction. The amount of hours varies from District to District. District Captains decide the focus of the overtime duties.

Districts also have the option to request assistance from the department specialty units that include the motorcycle/traffic unit, gang task force, Honda unit, mounted unit, and the SWAT team.

Foot Patrol Initiative History

Although the history of the foot patrols is not clearly documented, it appears that the San Francisco Police Department has used foot patrols in one form or another since its inception in August 1849. First-hand knowledge of present SFPD Officers confirms the existence of beats since at least 1970. In fact, numerous Officers have pointed out that at one time assignment as a foot Beat Officers was a coveted position held in high esteem. Foot Beat Officers traditionally sat in the first row at meetings held at the beginning of each shift as a sign of respect.

While there is little written history of the foot patrols, a few quotes from former Chiefs and information

“Officers on street duty are required to perambulate their beats constantly during their tour of duty, keeping a vigilant watch for fires and offenses against persons and property, and against the public peace and dignity; and in no case shall leave their beats without permission.”
SFPD - 1853

from Rules and Regulation manuals were contained in documentation provided by the department, notably the *"Principles and Guidelines for Foot Beat Patrol"*.

In the 1853 version of the SFPD Rules and Regulations, there was an order that: "Officers on street duty are required to perambulate their beats constantly during their tour of duty, keeping a vigilant watch for fires and offenses against persons and property, and against the public peace and dignity; and in no case shall leave their beats without permission."

When radio cars were introduced in 1919 and 1921, Chief Daniel J. O'Brien stated "With our new automobiles I will revamp the system of our Officers on the foot beat, by using a more structured approach to combat problems in our neighborhoods and South of the Slot."

In 1921, Captain Arthur Layne created a foot patrol initiative based on the Shorncliffe system – small scout patrols adapted from the military. Each squad had a Section Sergeant and seven Officers. Officers were required to keep to a regular beat pattern. The beats covered an area of 1 to 1.5 miles. Until the 1930s the Section Sergeant met with Officers three times a shift, to check on Officer well being and to provide supervision. In the 1930s, with the introduction of the call box Officers were required to call the District Station every two hours with location and box number, a practice that continued until 1975.

In 1943, Chief Charles Dullea, stated "With the large number of tourists and servicemen visiting our city during special events and our lack of Officers during war time, I will increase our visibility by adding more Officers on foot to the beat."

In 1968, former Police Chief Thomas Cahill described San Francisco Police Officers as, "a roving City Hall as they walked their beats in the neighborhoods to be one of the most important parts of District Station policing and reduces the number of incidents requiring police intervention."

In 1981, Chief Cornelius P. Murphy stated, "My top priority is to decrease the incidence of on-street crime by increasing the visibility of our patrol force. I will assign more Officers to District Stations for foot patrol duty as soon as sufficient numbers of recruits graduate."

In 2006, Chief Heather Fong stated, "We have always been committed to foot patrols. It's a matter of having the resources to do it and responding to calls for service."

In the Fall of 2006, the San Francisco BOS began the process to mandate foot patrols in the City. In January of 2007, the BOS enacted the Legislation.

Today beats are scattered throughout the city in both residential and business areas. While staffed regularly, there is not a foot beat plan in place to integrate them strategically into patrol operations. Additionally, the approach to beat implementation is not customized to the location or type of issue needing to be addressed.

Department Statistics

The following provides demographics information for populations, ethnic distributions and poverty levels in the city.

Demographic Data and Foot Beat Locations

The City has ten police Districts each with its own demographics, features and landscape. Map 3 shows the current District boundary lines for each District, station locations and the various locations of 67 foot beats as provided by the Chief, FOB and District Captains.

Some beats appear multiple times due to the variety of locations and beat identifiers provided by the SFPD. There are over 100 separate locations on the map. This map provides visual representation of the location of each beat in the city and allows for comparison of the beat locations to population density and the location of communities, which may be underrepresented with respect to police services.

In 2000, the City's total population was estimated at 774,385⁴³ (excluding the Presidio). Each neighborhood is unique in its composition and law enforcement needs. The population breakdown for each District is shown in Table 16 illustrating the diversity in the neighborhoods.

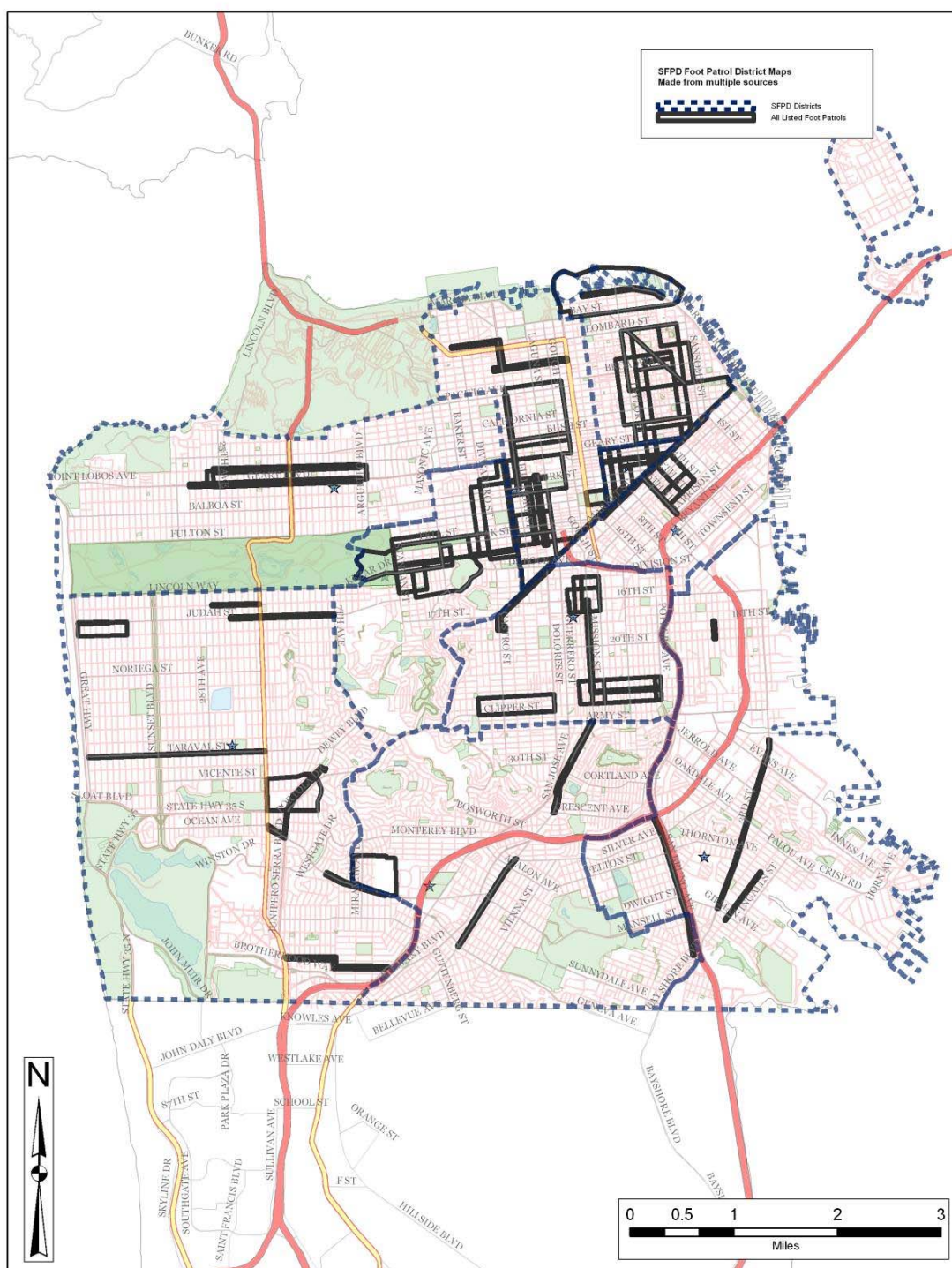
Table 16 District Demographic Breakdown

District Demographic Breakdown									
District	Population	Male	Female	Latino	White	Black	American Indian	Other	Asian / Pacific Islander
Bayview	60,301	49.0%	51.0%	17.4%	18.8%	30.4%	0.8%	0.9%	31.7%
Central	69,276	50.7%	49.3%	5.0%	44.8%	2.0%	0.6%	1.0%	46.5%
Ingleside	132,328	49.6%	50.4%	26.4%	30.1%	6.3%	0.6%	1.3%	35.2%
Mission	83,235	55.2%	44.8%	39.4%	45.0%	3.0%	0.8%	1.2%	10.6%
Northern	82,348	50.2%	49.8%	6.7%	65.5%	9.3%	0.8%	1.3%	16.5%
Park	59,572	54.3%	45.7%	7.2%	66.5%	10.4%	1.0%	1.2%	13.7%
Richmond	93,693	47.1%	52.9%	5.2%	52.6%	2.9%	0.6%	1.1%	37.7%
Southern	24,157	61.1%	38.9%	11.9%	45.2%	12.4%	1.5%	1.6%	27.4%
Taraval	147,806	48.2%	51.8%	7.4%	39.7%	5.7%	0.6%	1.3%	45.4%
Tenderloin	21,669	62.2%	37.8%	17.9%	33.3%	11.1%	1.6%	2.5%	33.7%

Source: US Census Bureau

⁴³ US Census estimated, excluding the Presidio.

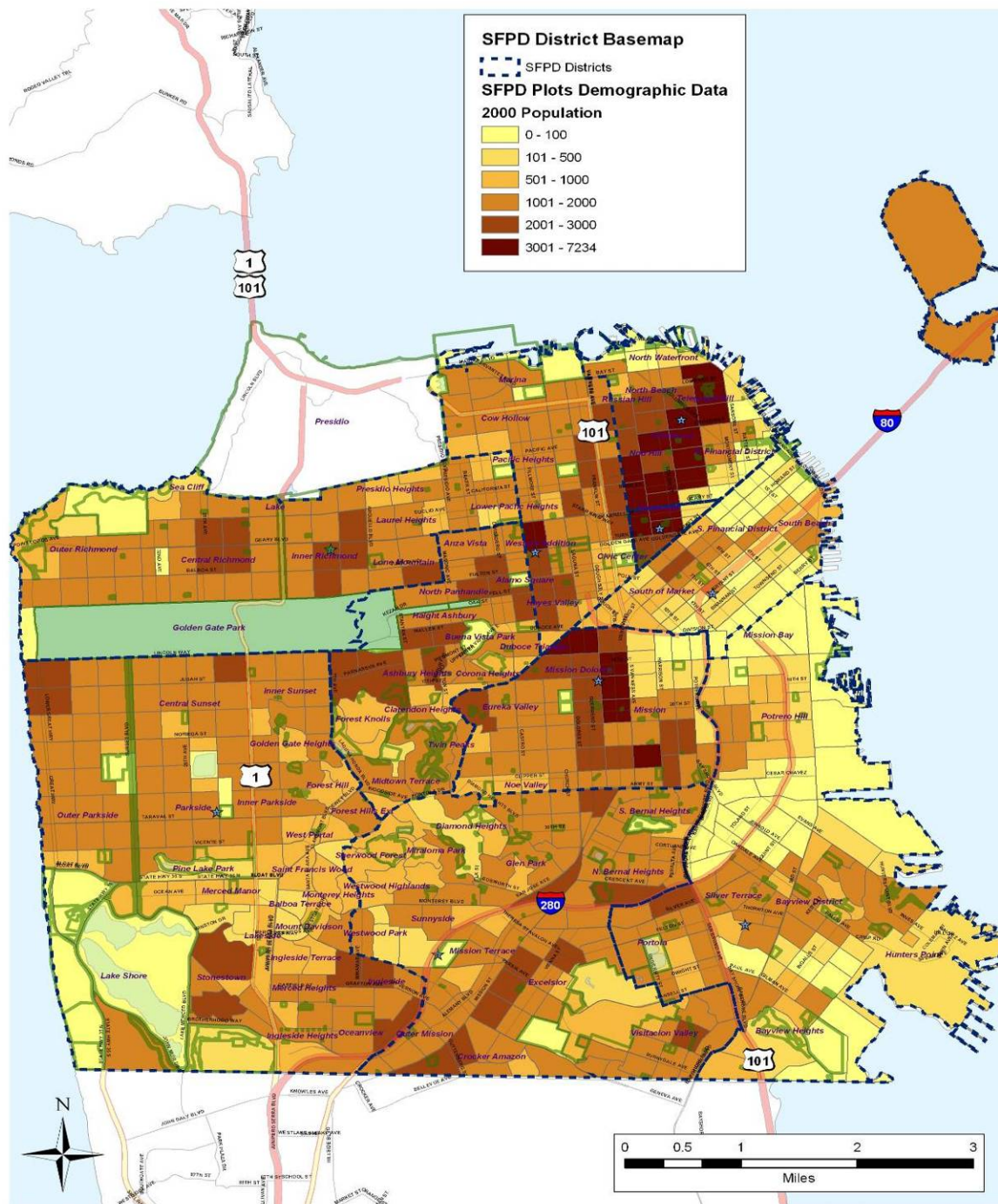
Map 4 illustrates the population density across the City while Map 5 shows the ethnic composition. Following these maps is a summary, beat map and statistical information for each District. The information included in this section is for planning purposes for future foot patrols and should be used in conjunction with additional District data provided in the attachments.

Map 3: Citywide View of all Foot Beats provided by SFPD 2007⁴⁴

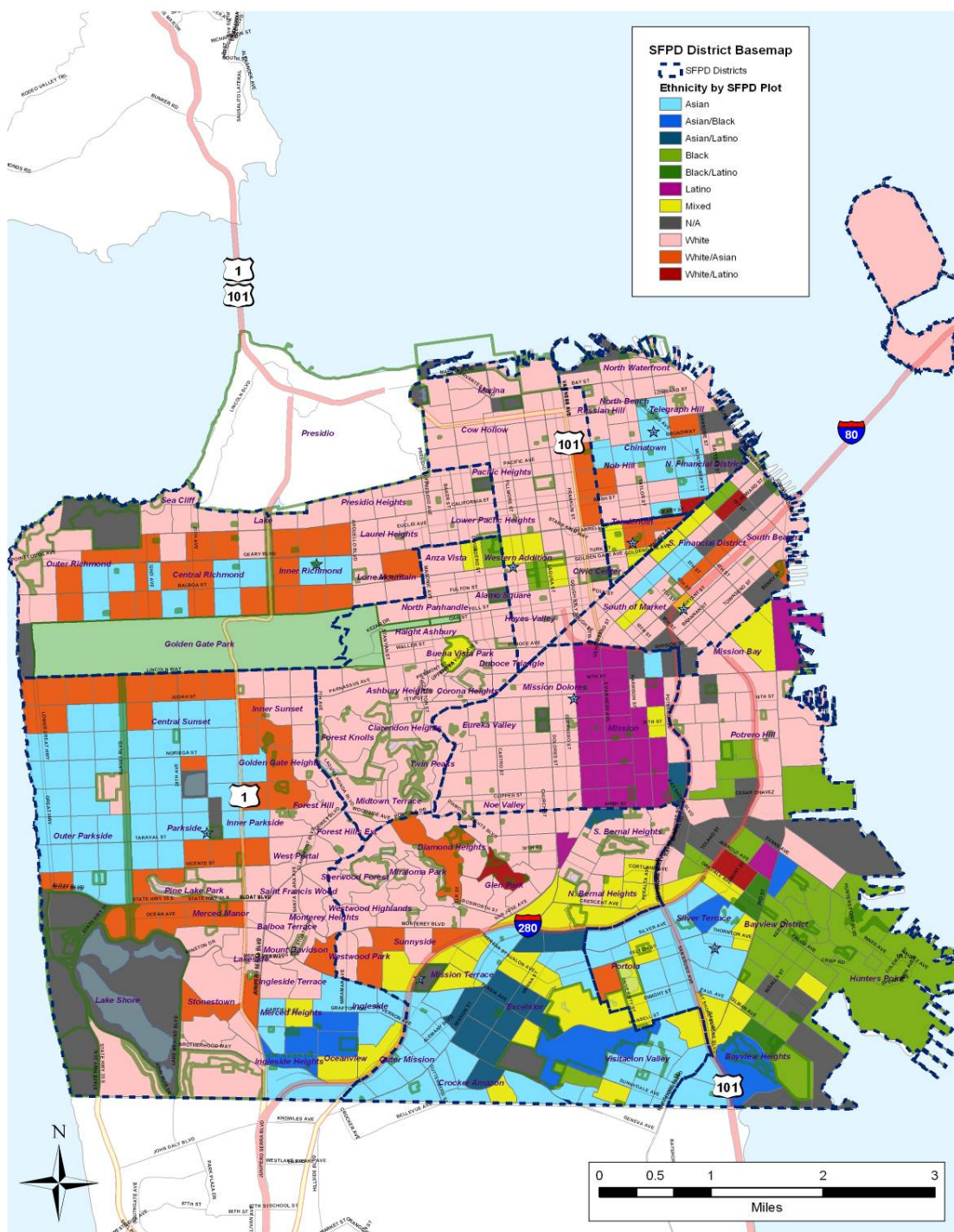
Source: SFPD Chief's maps, FOB and District Captain Records

⁴⁴ This map represent all beat identifiers provided by the Chief's Office, FOB and District Captains.

Map 4: Citywide Demographics – Population Density



Source: Prepared by PSSG based on US Census Bureau data

Map 5: Citywide Ethnic Distribution⁴⁵

Source: Prepared by PSSG based on US Census Bureau data

⁴⁵ In some areas, there is not a majority population; this is indicated with two groups represented with a shared coding on the map.

Department Statistics – Crime Incident Reports

Crime incident reports vary across the City with a concentration of crime incident reports in the northeast portion and significantly lower crime incident reports in the west. Maps 6 and 7 detail the plot distribution of crime incidents as reported in CABLE. Plots are defined as areas in the City used to track calls for service and crime data by address location. Map 6 shows the significantly lower demands placed on the Police Department in the western half of the City with the majority of the plots recording an incidence of CABLE activity ranging from 0.00% to 0.15% of all incidents (2002 through June 2007). Map 7 shows a similar trend for the through June 2007.

The pockets of high demand for police services in the northeast portion of the City are evident in specific areas as shown by the dark maroon shading on Maps 6 and 7. For example, in the Tenderloin District and north and east along Market Street into the Financial District and continuing into the downtown area, the total crime incident reports from 2002 through the first six months of 2007 ranged in value from 0.76% to 2.82%. Continuing westward, multiple plots in the Northern and Park Districts along Divisadero Street (Western Addition, Alamo Square, Hayes Hollow, Haight Ashbury, North of Panhandle, Anza Vista and Buena Vista Park) also were areas of high demand for police services. In these areas, the percentages again ranged from 0.16% to 0.60%.

Moving south, demand for police services in the Mission District was high with approximately 57.9% of all plots in the district having levels of criminal activity above the 0.00 to 0.15% range since 2002. In particular, plots paralleling Mission Street and Van Ness Avenue had percentages of offense / incidences that ranged in value from 0.31% to 2.82%, a trend that continued into 2007 with values ranging from 1.01% to 10.51% of all reports made in 2007. Reporting levels for all criminal activity (offenses) was very high in the Mission Dolores, Duboce Triangle and Eureka Valley neighborhoods.

In the Southern District, high incidences of criminal activity were reported in three of every four plots. In particular, plots that parallel Market Street and continue into adjacent plots located south and east of the street reported high levels of criminal activity with percentages ranging from 0.61% to 2.82% for 2002 - 2007 and 1.01% to 10.51% for January through June 2007. Further, the Southern District is responsible for police services on Treasure Island, an isolated section of the City with limited access via Interstate 80. Despite the limited accessibility, approximately one third of one percent of all police reports in the city originated from the island since 2002.

Finally, the last pocket of high demand for police services was identified in the Bayview District. In this District, pockets of criminal activity were identified directly north and west of the Naval Ship yard located in the Hunters Point neighborhood. In addition, plots in the Bayview and Potrero Hill neighborhoods also were found to be areas with increased incidences of criminal activity. In approximately one dozen plots, the percentages of crime incident reports ranged from 0.31% to 2.82%.

Results from the analysis of the City's crime incident data obtained from CABLE⁴⁶ show a pattern of consistent numbers of offenses that have experienced minor annual fluctuations since 2002; variations that range from decreases of 2.25% to increases of 2.35%. Until 2005, the trends in criminal activity had paralleled the national trends showing consistent decreases. While there is a District wide decrease from 2006 over 2005 the decreases were in the category of other and not reflected in the more significant crime categories.

When reviewing data for the time period of the evaluation, the analysis of the offense indicates that the City has seen a decrease in crime incident reports between 2006 and 2007. The 6.37% decrease from January through June 2007 over the same time period for 2006 is the largest decrease since 2002. While many of the Part I⁴⁷ offenses have seen a decrease over the past 12 months, offenses related to alcohol, drugs, prostitution and quality of life have increased.

Table 17 Citywide Total CABLE Records January 1 – June 30 2006 to 2007 Comparison

City Total CABLE ⁴⁸ January 1 – June 30 2006 to 2007 Comparison															
Year	Alcohol	Assault	Burglary	Drugs	Malicious Mischief	Murder	Prostitution	Quality of Life	Robbery	Theft	Vehicle Theft	Weapons	Other	Total	% Change
2006	344	3,874	3,416	3,121	3,494	49	666	582	2,191	13,844	6,306	242	26,221	64,350	
2007	377	3,719	2,633	3,551	3,378	55	943	687	1,900	12,053	5,044	233	25,676	60,249	-6.37%

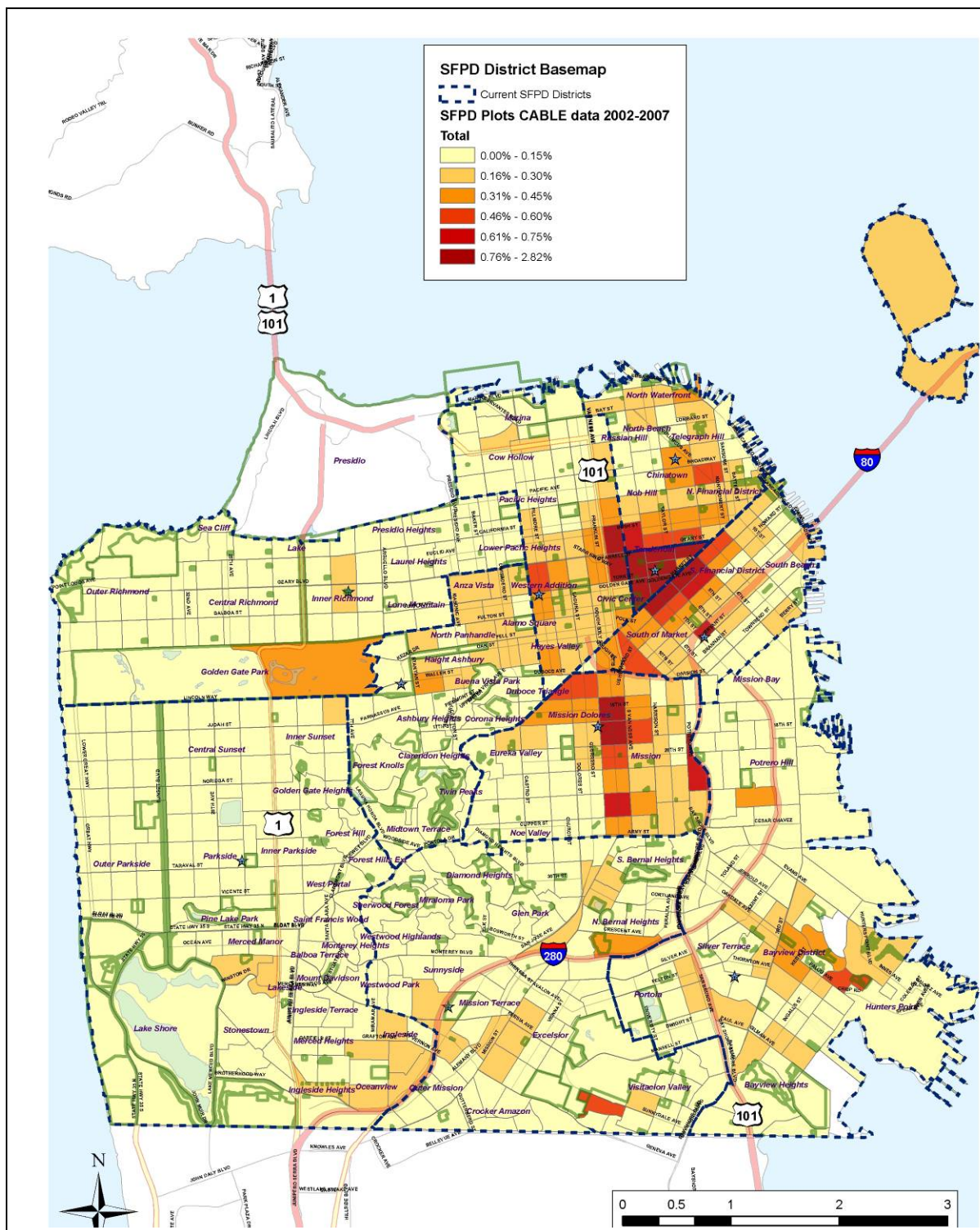
Source: SFPD CABLE records

It is important to remember that decrease in the crime incident report do not automatically indicate a drop in crime as the calls for services and office initiated numbers have increased during the same time period. To accurately determine what happened in 2007, the City must combine the half year of data from 2007 with the final six months of the year. Additionally, the inherent data limitations in CABLE must be considered when making final conclusions regarding the status of numbers.

⁴⁶ The CABLE categories are contained in Attachment I.

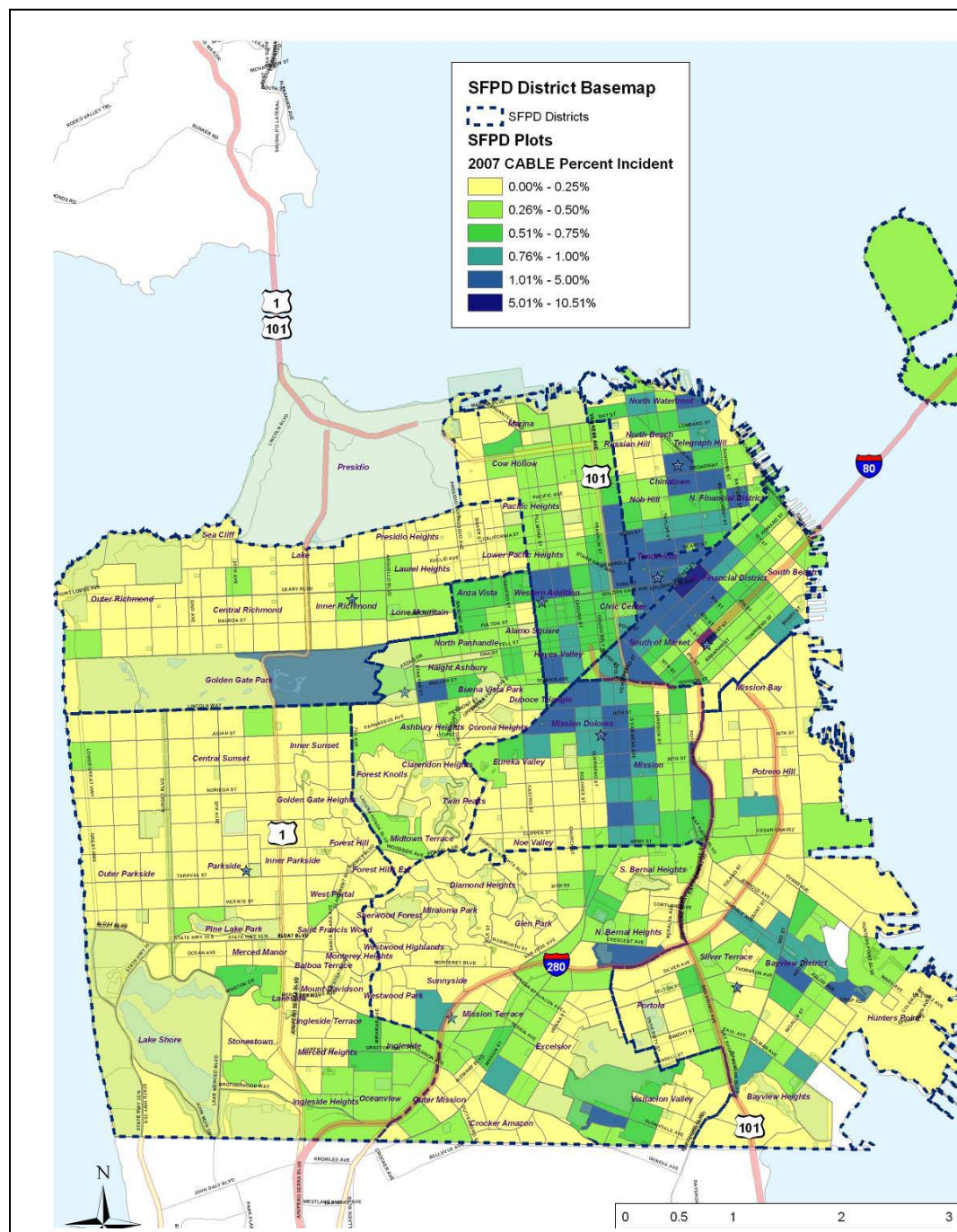
⁴⁷ Part I offenses are those tracked by the FBI and comprise the Crime Index and include criminal homicide, forcible rape, robbery, aggravated assault, burglary, larceny – theft, motor vehicle theft and arson.

⁴⁸ The CABLE Categories are contained in Attachment I.

Map 6: Percentage of Total Crime Incident Reports by Plot 2002 - 2007⁴⁹

Source: Prepared by PSSG based on SFPD CABLE data

⁴⁹ Data records cover January 1, 2002 – June 30, 2007.

Map 7: Percentage of Total Crime Incident Reports by Plot 2007⁵⁰

Source: Prepared by PSSG based on SFPD CABLE data

⁵⁰ Data records include January 1 – June 30, 2007.

Department Statistics – Calls for Service and Officer Initiated Activity

Maps 8 and 9 show the plot distribution of calls for service and officer initiated activity throughout the City. Similar to crime incident reports, the western half of the City placed minimal demands upon the Police Department with the majority of the plots recording an incidence of police responses to calls for service at 0.00% to 0.16% from 2002 through the first six months of 2007.

Throughout the remainder of the city, though, multiple pockets of high demand for police services are scattered, in particular in the eastern portion of the City. Maps 8 and 9 show marked similarity to the distribution of activity seen with the crime incident reports described in the previous section.

In the Tenderloin District and north and east along Market Street into the Financial District and continuing into the downtown San Francisco area, the calls for service and officer initiated activity ranged in value from 0.31% to 2.87% and trending towards the upper limits for the 2002 through 2007 time period. Continuing westward, multiple plots in the Northern and Park Districts along Divisadero Street (Western Addition, Alamo Square, Hayes Hollow, Haight Ashbury, North of Panhandle, Anza Vista and Buena Vista Park also were areas of high demand for police services. In these areas, the percentages again ranged from 0.31% to 2.87%.

Moving south, demand for police services in the Mission District was high with approximately 64.9% of all plots in the district reporting call loads for police services above background (0.00% to 0.15%). In particular, multiple plots paralleling Mission Street and Van Ness Avenue had percentages of incidences that ranged in value from 0.31% to 2.87% of the total calls for 2002 - 2007. The Mission Dolores, Duboce Triangle and Eureka Valley neighborhoods experienced a very high demand (0.61% to 2.87%) for police services.

In the Southern District, high call loads are localized in plots that parallel Market Street and continue into plots located south and east of the street. In these plots, calls for service accounted for 0.61% to 2.87% of all calls citywide since 2002. Further, the Southern District is responsible for police services on Treasure Island, an isolated section of the city with limited access via Interstate 80.

Finally, the last pocket of high demand for police services was identified in the Bayview District. In this District, pockets of increased police activity were identified directly north and west of the Naval Ship yard located in the Hunters Point neighborhood. In addition, plots in the Bayview and Potrero Hill neighborhoods also were found to be areas of increased need for police services. In approximately one dozen plots, the percentages of calls for service ranged from 0.16% to 2.87%.

In the City, demands placed upon the 911 emergency response system have remained consistent between 2002 and 2005 with minor fluctuations in the total number of calls for service. The most recent fluctuation was in 2006 with a 1.92% increase. Further, if you extrapolate the numbers for the entire year for 2007, the City could potentially witness an increase in police calls for service over 2006 of 5.4%.

Table 18: Citywide Total CAD Crime Categories 2002 - 2007⁵¹

Citywide Total CAD 2002 - 2007													
Year	Assault / Battery	Auto Boost	Auto Theft	Burglary	DV Calls	Homicide	Quality of Life	Robbery	Theft	Weapon Calls	Other	Total	% Change
2002	13,246	5,099	6,128	7,885	293	53	214,030	5,204	7,250	6,790	513,118	779,096	
2003	12,398	5,200	6,685	7,840	505	59	208,055	4,150	7,574	6,779	521,426	780,671	0.20%
2004	12,280	5,571	7,573	8,938	657	72	215,185	4,003	7,998	7,498	505,251	775,026	-0.72%
2005	12,404	6,146	7,393	9,856	715	63	215,552	4,250	7,727	7,980	503,863	775,949	0.12%
2006	12,605	7,673	6,058	9,953	856	54	209,583	4,793	7,291	8,172	523,792	790,830	1.92%
2007	5,631	2,993	2,318	4,079	412	28	106,496	2,206	3,450	3,934	285,054	416,601	

Source: CAD records provided by the Department of Emergency Management.

The following table shows the CAD information for the time period of the study in 2007 for the corresponding time in 2006.

Table 19: Citywide CAD Crime Categories January 1 – June 30, 2006 to 2007 Comparison

City Total CAD January 1 – June 30, 2006 to 2007 Comparison													
Year	Assault / Battery	Auto Boost	Auto Theft	Burglary	DV Calls	Homicide	Quality of Life	Robbery	Theft	Weapon Calls	Other	Total	% Change
2006	6,460	3,821	2,981	4,651	410	27	102,347	2,414	3,745	4,056	250,522	381,434	
2007	5,631	2,993	2,318	4,079	412	28	106,496	2,206	3,450	3,934	285,054	416,601	9.22%

Source: CAD records provided by the Department of Emergency Management.

The analysis of the CAD data indicates greater demands for police services and/or increase in Officer initiated activity. The 9.22% increase in the first six months of 2007 over the same time period for 2006 exceeds the extrapolated numbers from the earlier table, which indicated that the increase for 2007 would be 5.4% based on the full year of 2006 against the half year of 2007. It should be noted that the CAD increased in Quality of Life calls by 4% and "Other" by 12% where the types of calls linked to more violent crimes did not increase at the same rate.

⁵¹ Data records cover January 1, 2002 – June 30, 2007.

Calls for service and crime incidents as reported in CAD and CABLE cannot be specifically linked to the foot patrols, however, the analysis does provide the City with an overview of police demand for service and its response. Further analysis of the 2006 data against the 2007 data will confirm or refute this observation.

While calls for service as reported in CAD cannot be linked specifically to the foot patrols this can be accomplished for the officer initiated activity. Officer initiated activity in CAD is referred to as "On View." An On View is when an Officer views a crime or otherwise initiates police contact. This series of tables below provide details on changes in On View activity for each district as well as the City as a whole. The first table shows the On Views for just the foot beats for the first six months of 2006 compared to the same period in 2007.

Table 20: Citywide Foot Beat On View Totals January 1 – June 30, 2006 Comparison to 2007

Citywide Foot Beat On View Total January 1 – June 30, 2006 Comparison to 2007						
Year	Non On View	% Change	On View	% Change	Total	% Change
2006	2,775		17,218		19,993	
2007	4,741	1010%	30,811	79%	35,552	78%

Source: CAD records provided by the Department of Emergency Management.

This table shows the On View for the entire City including the foot patrols.

Table 21: Citywide On View Totals January 1 – June 30, 2006 Comparison to 2007

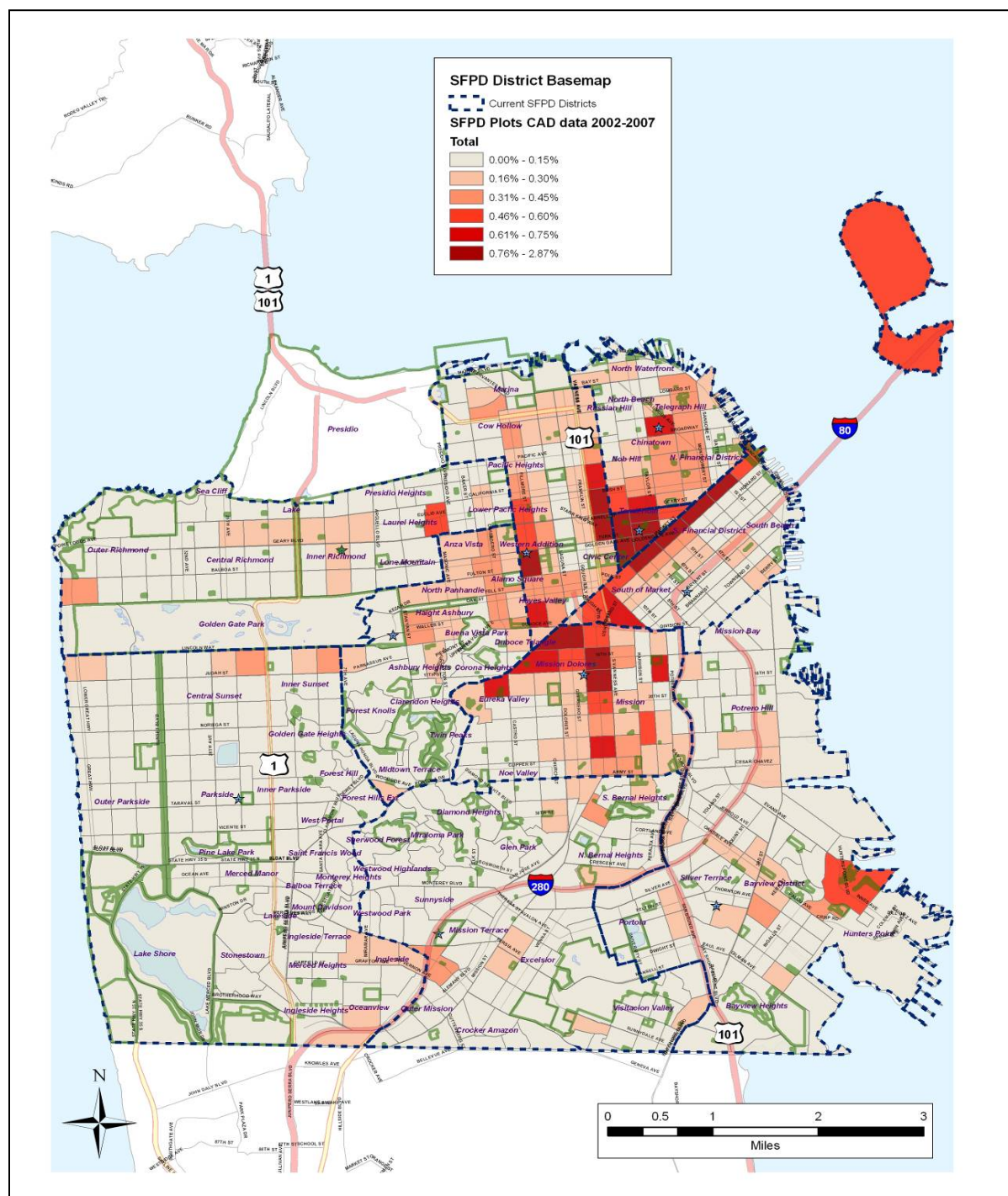
Citywide On View Total January 1 – June 30, 2006 Comparison to 2007						
Year	Non on View	% Change	On View	% Change	Total	% Change
2006	151,334		188,782		340,116	
2007	141,101	-7%	233,691	24%	374,792	10%

Source: CAD records provided by the Department of Emergency Management.

The analysis shows that there was a 78% increase in all on view activity for foot patrol officers in 2007 when compared to the same time period in 2006, supporting the expectation that an officer who is walking a beat is more likely to come upon police related events. In comparison, when the sector cars are included in the report, the changes in the on view activity increases drop to 10% and the number of incidents linked to a call for service decreased by 7%. Detailed analysis of the CAD data shows a marked increase with Officers calling in for Passing Calls and the Bus Inspection Program. PSSG has cautioned the SFPD with its tracking of these activities under the current coding process and has suggested that these types of police activities be accounted for using a different process as they skew the calls for services.

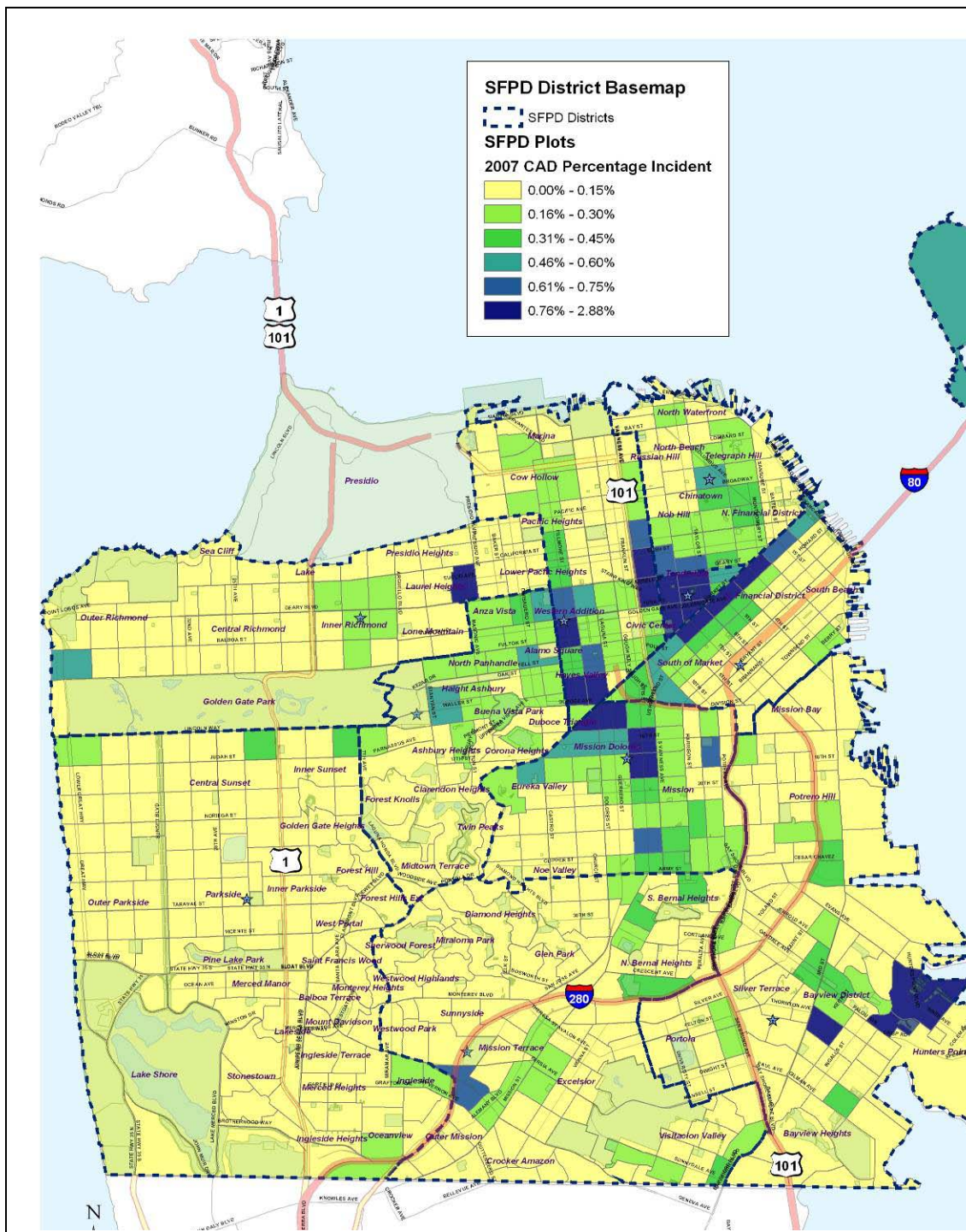
While the overall increases in CAD may be linked to the increase of foot beat staffing, the department must carefully consider the intentions of foot patrols if its emphasis is being placed in the most appropriate areas. Certainly, the numbers suggest that foot patrols are generating activity and have increased the interaction of the officers with the community. However, before drawing any conclusions about the types of activities and the impact on crime, the second half of data for 2007 needs to be analyzed in that same manner as in this study and comparisons made to the historical data.

Map 8: Percentage of Total Calls for Service and Officer Initiated Activity by Plot, 2002 – 2007⁵²



Source: Prepared by PSSG based on SFPD CAD records

⁵² Data records cover January 1, 2002 – June 30, 2007.

Map 9: Percentage of Total Calls for Service by Plot, 2007⁵³

Source: Prepared by PSSG based on SFPD CAD records

⁵³ Data records cover January 1, 2007 – June 30, 2007.

Department Statistics – District by District Overviews

Central District, Company A, has a population of 69,276 and covers 4.1% of the landmass in the City. The area is both residential and tourist in nature. The District is comprised of many neighborhoods to include Downtown, Nob Hill, Russian Hill, Telegraph Hill, North Beach, Fisherman's Wharf and Chinatown. New development includes condominiums in the Financial District. The District contains 15 schools (public and private), 2 acute care hospitals and 2 community health clinics.

There were 348,376 calls for service and Officer initiated activity in the Central District over the 2002-2007 time frame. Central handled 8% of the total calls for service in the city. At the top of the list were calls for suspicious person totaling 40,717 calls. Calls for bus inspection⁵⁴ ranked second, with 38,240 total calls received during this period.

The following information was obtained through interviews conducted and reports reviewed.

Central District Foot Beat Officers worked closely with the Fisherman's Wharf Association and the Port Commission on special events and Community Policing issues. Areas of concern included pickpockets, illegal vendors, auto boost and quality of life issues in the tourist areas along the wharf.

Along the Columbus and Broadway corridors in North Beach, Officers coordinated with the North Beach Merchants Association and other community groups regarding street fairs, parades and other special events. This area contains many restaurants, bars and nightclubs resulting in calls regarding disorderly and intoxicated persons. Officers assigned to the beat conducted inspections of establishments for alcohol and other violations.

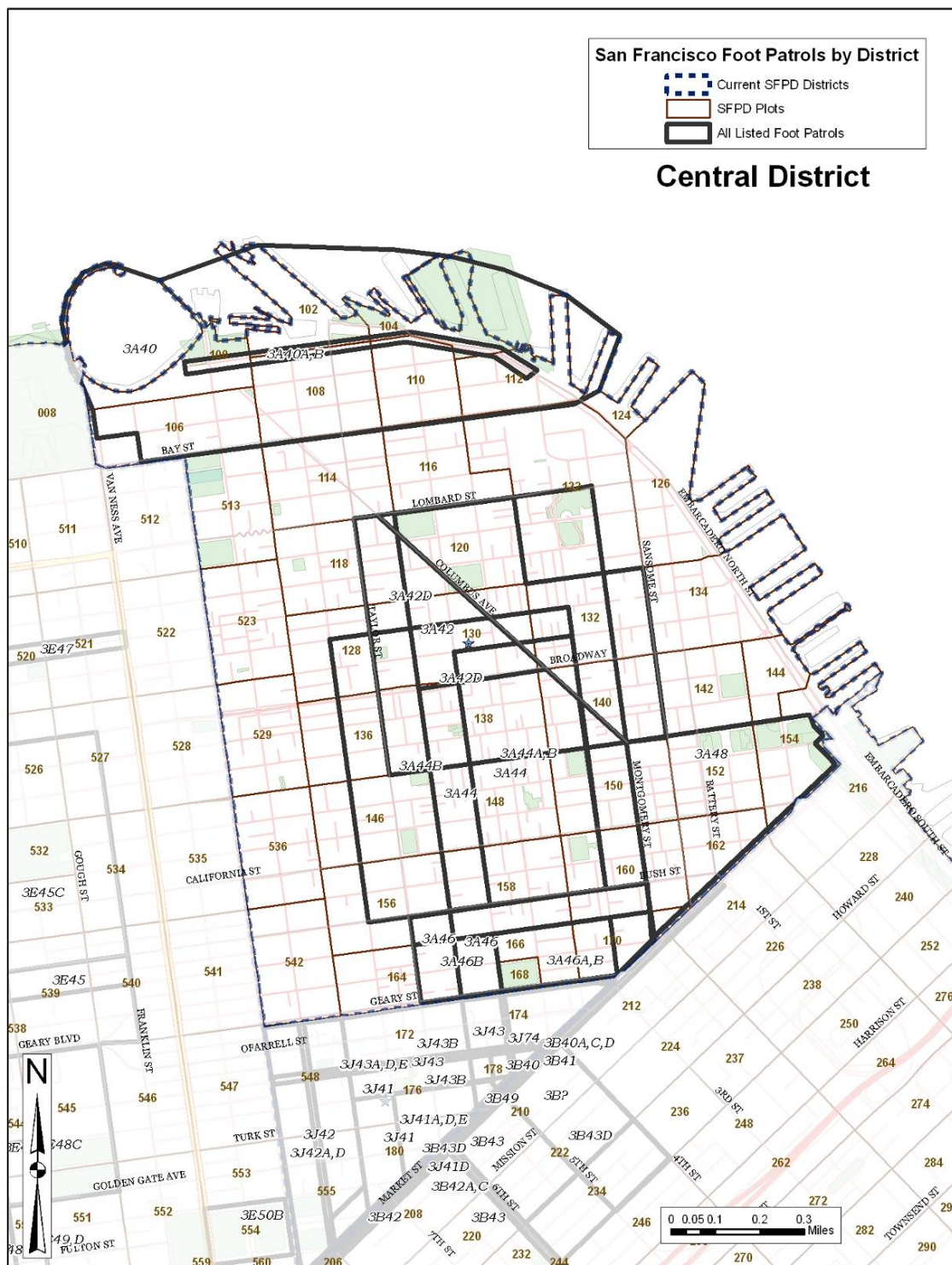
Officers in Chinatown regularly interact with youth at the Chinese Recreation Center and playgrounds. They assist with parades, festivals and special events as well as the traffic congestion in Chinatown. The Officers routinely meet with Park and Recreation members regarding youth issues on the beat. Regular interaction with the merchant groups and senior citizen groups occurs to address crime and quality of life issues.

The Union Square Beat Officers interact with the Union Square Merchants Association and assist with planning and policing special events, demonstrations and dignitary visits. These Officers focus on being visible and deterring quality of life issues in the area.

Central also created a District profile listing information related to businesses, schools and other areas of interest in the District.

The map outlining the location of Central District beats from January through June 2007 as reported from various SFPD sources is shown on the following page.

⁵⁴ The bus inspection program requires officers to board and ride a bus and document the activity.

Map 10: Central District Beats 2007⁵⁵

Source: PSSG based on SFPD shape files and records

⁵⁵ Maps reflect January 1 – June 30, 2007.

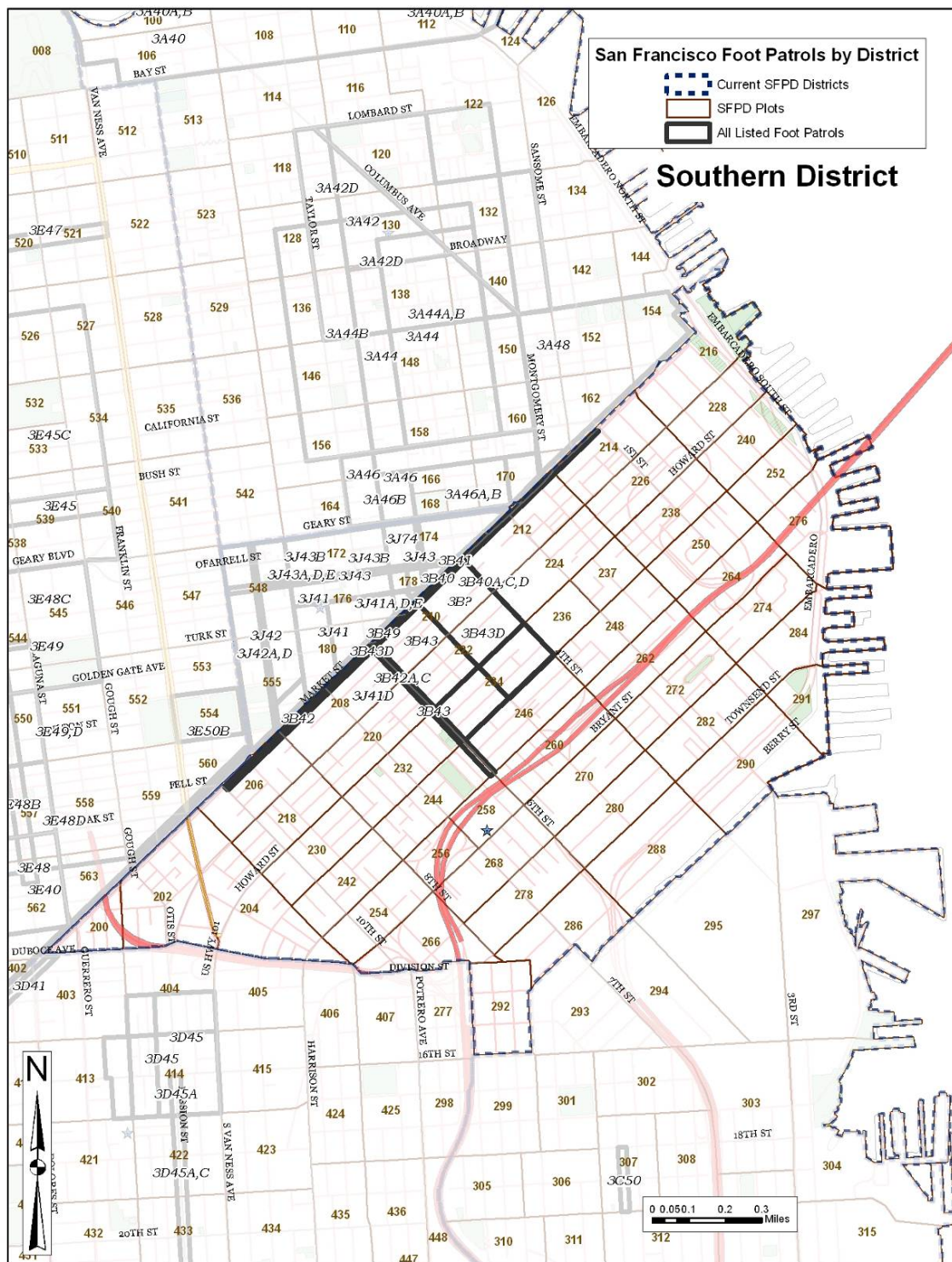
Southern District, Company B, has a population of 24,157 and covers 6.5% of the landmass in the City. The area is mixed-use, rapidly growing with some tourism. The District is comprised of many neighborhoods to include SOMA, South Beach and Treasure Island. New development includes the Towers in Eastern SOMA and Mixed-use in Western SOMA. The District contains 4 schools (public and private), and 24 community health and substance abuse clinics.

There were 781,484 calls for service and Officer initiated activity in the Southern District over the 2002-2007 time frame. Southern handled 18% of the total calls for service in the city. At the top of the list were calls for traffic stops totaling 80,783 calls. Calls for bus inspection program ranked second, with 51,662 total calls.

The following information was obtained through interviews conducted and reports reviewed.

Southern Foot Beat Officers working different shifts on Market Street focused the majority of their time dealing with complaints from citizens and merchants regarding the homeless and illegal drug activity in the area. Many of the Officers report daily interaction with merchants in the form of giving and receiving information regarding the quality of life issues in the area. The Officers generally do not attend community or merchant meetings, but rather interactions are through the day-to-day contacts. During contacts with community members and merchants, some Officers relay crime prevention and safety information.

The map outlining the location of Southern District beats from January through June 2007 as reported from various SFPD sources is shown on the following page.

Map 11: Southern District Beats⁵⁶

Source: PSSG based on SFPD shape files and records

⁵⁶ Maps reflect January 1 – June 30, 2007.

Bayview District, Company C, has a population of 60,301 and covers 17.5% of the landmass in the City. The area is mixed-use and highly segregated by race and zoning use. The District is comprised of many neighborhoods to include Bayview, Hunters Point, Silver Terrace, Potrero Hill, Mission Bay and Portola. New development includes port land, Showplace Square/Potrero. The District contains 30 schools (public and private); two acute care hospitals and 13 community health and substance abuse clinics.

There were 424,386 calls for service and Officer initiated activity in the Bayview District over the 2002-2007 time frame. Bayview handled 10% of the total calls for service in the city. At the top of the list was passing calls⁵⁷ totaling 52,614 calls. However, when combined, calls for suspicious person and suspicious person in a vehicle totaled 71,341, exceeding the passing calls for service.

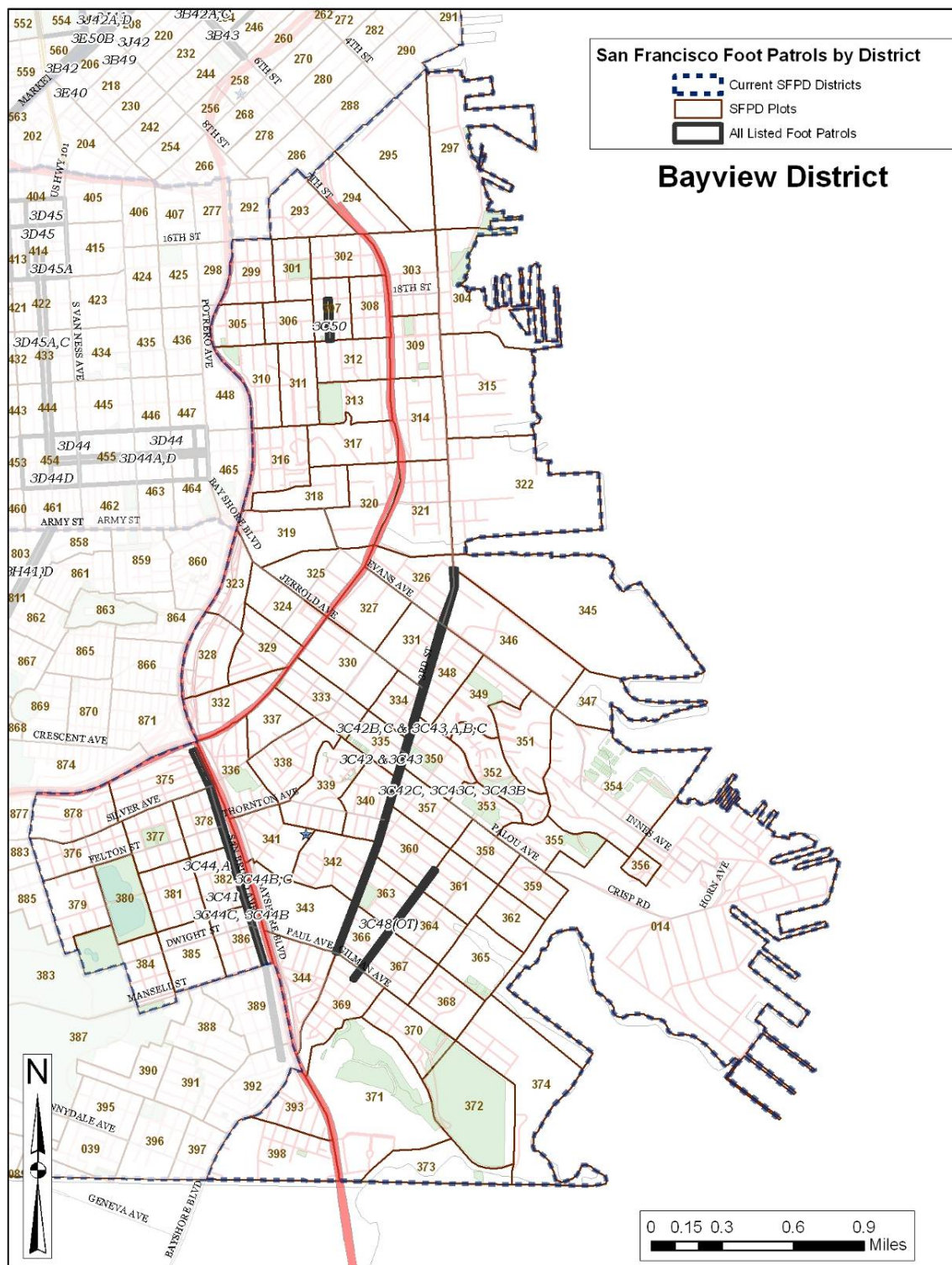
The following information was obtained through interviews conducted and reports reviewed.

Bayview Foot Patrol Officers assigned to the 3rd Street and San Bruno Avenue corridors focus the majority of their time on dealing with drug activity, gang related issues and traffic concerns. Officers patrol with a partner and these teams develop their own strategies to address the listed issues and concerns. The day-watch Officers make efforts to patrol around the schools prior to and after school to deter problems. On occasion, they will attend community or business meetings.

The map outlining the location of Bayview District beats from January through June 2007 as reported from various SFPD sources is shown on the following page.

⁵⁷ Passing calls are when an Officer drives by a location known to have an ongoing issue or are dispatched to drive by a particular location.

Map 12: Bayview District Beats⁵⁸



Source: PSSG based on SFPD shape files and records

⁵⁸ Maps reflect January 1 – June 30, 2007.

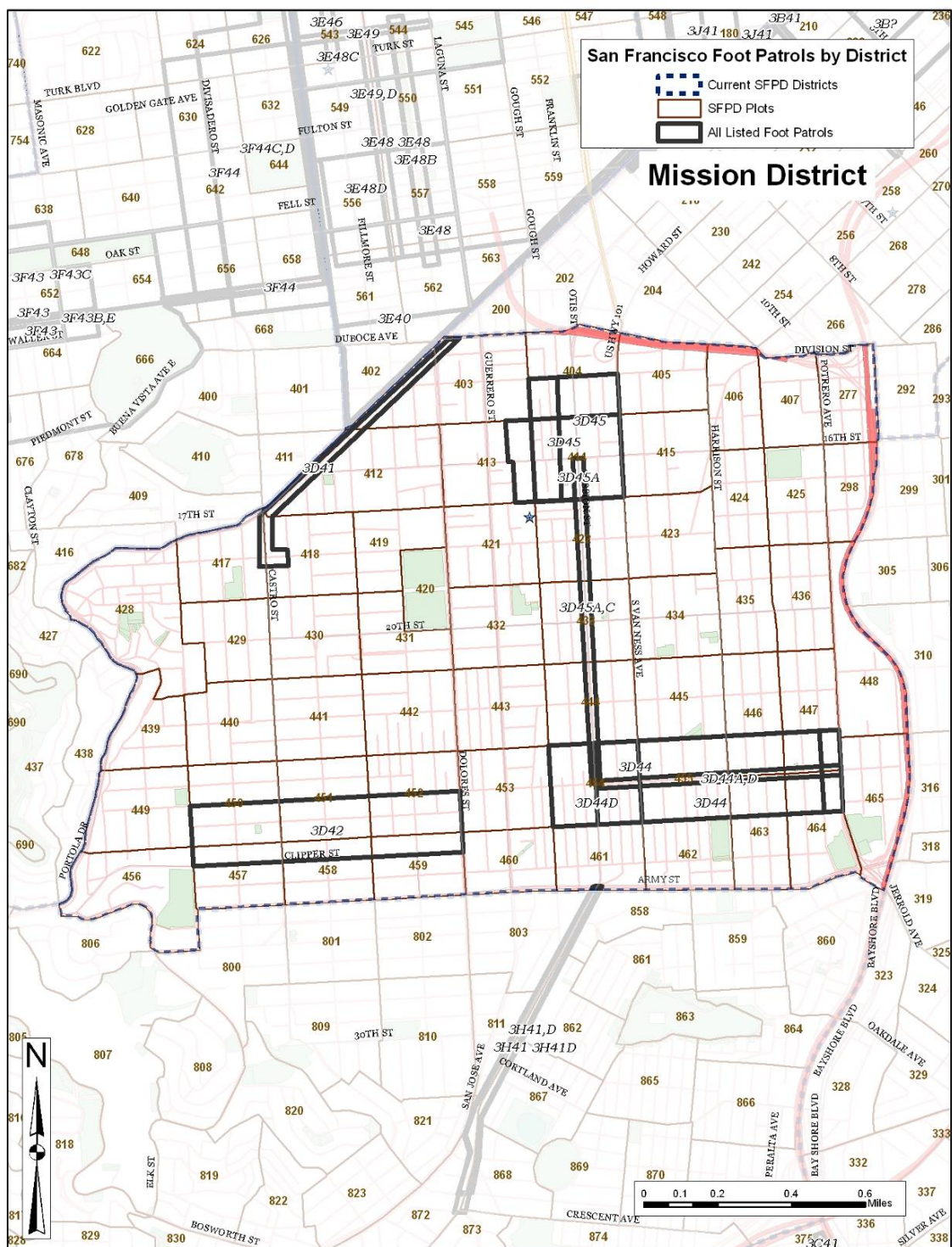
Mission District, Company D, has a population of 83,235 and covers 6.4% of the landmass in the City. The area is residential except the northeast section. The District is comprised of many neighborhoods to include Mission, Noe Valley, Dolores Heights, Lower Haight and some of Castro. New development includes mixed-use along Mission Street, Inner Mission and condominiums in Noe Valley. The District contains 33 schools (public and private); two acute care hospitals and 19 community health and substance abuse clinics.

There were 514,934 calls for service and Officer initiated activity in the Mission District over the 2002-2007 time frame. Mission handled 12% of the total calls for service in the city. At the top of the list were calls for suspicious person totaling 95,624 calls. Calls for traffic stops ranked second, with 56,250 total calls during this period.

The following information was obtained through interviews conducted and reports reviewed.

Mission Foot Patrol Officers in coordination with the Community Policing Lieutenants identify and address certain issues on the beats. The Officers work with neighborhood groups, merchants, the District Attorney's office, the Bay Area Rapid Transit District (BART) Police, Public Works Department (DPW) and other agencies to address crime and other issues. Officers met with Valencia Gardens management to organize a "meet and greet" with residents and gave safety presentations to the residents.

The map outlining the location of Mission District beats from January through June 2007 as reported from various SFPD sources is shown on the following page.

Map 13: Mission District Beats⁵⁹

Source: PSSG based on SFPD shape files and records

⁵⁹ Maps reflect January 1 – June 30, 2007.

Northern District, Company E, has a population of 82,348 and covers 6,1% of the landmass in the City. The area includes mixed-use properties (south) and residential units (north). The District is comprised of many neighborhoods to include Civic Center, Pacific Heights, Cow Hollow and Marina. New development includes light mixed-use. The District contains 27 schools (public and private), one acute care hospital and 14 community health and substance abuse clinics.

There were 586,263 calls for service and Officer initiated activity in the Northern District over the 2002-2007 time frame. Northern handled 14% of the total calls for service in the city. At the top of the list were calls for bus inspection program totaling 111,456 calls. Calls for suspicious person ranked second with 78,391 total calls during this period.

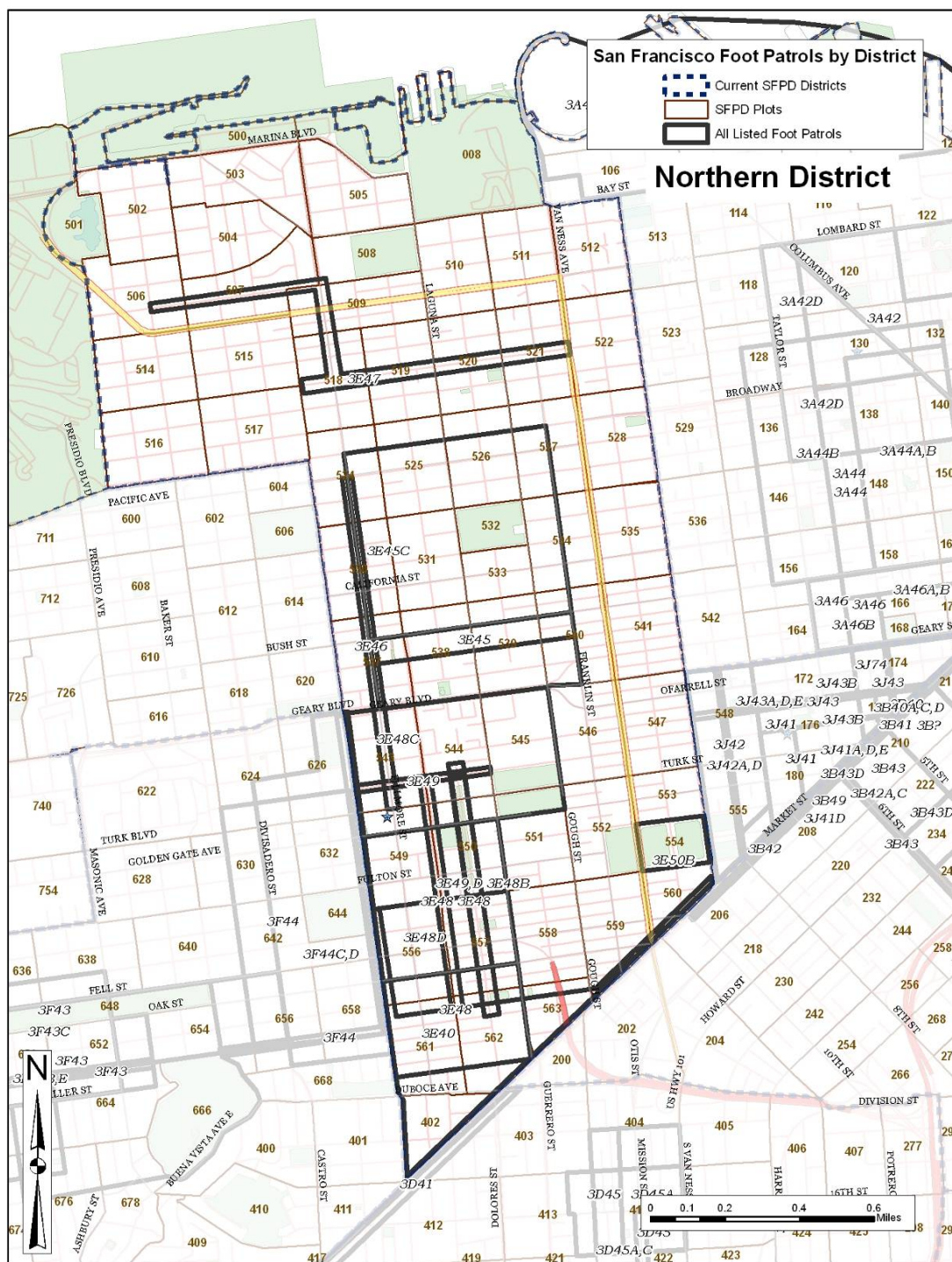
The following information was obtained through interviews conducted and reports reviewed.

Northern Foot Patrol Officers interact regularly with the community. Officers assigned to Western Addition beats routinely visit the Ella Hutch Community Center and the African American Arts and Culture Center and interact with the youth and adults of the community. They also attend special events at these and other locations in the area. Officers are also working with community groups such as the Lower Haight Neighborhood Association to work on safety issues and improve coordination and cooperation between the police and the community. Through a grant, these Officers help train the community.

The Officer assigned to the Hayes Valley meets with numerous community groups to discuss upcoming events and safety issues.

In addition to the traditional foot beats, the Northern Station staffs the Plaza East and Friendship Housing properties on a continual basis.

The map outlining the location of Northern District beats from January through June 2007 as reported from various SFPD sources is shown on the following page.

Map 14: Northern District Beats⁶⁰

Source: PSSG based on SFPD shape files and records

⁶⁰ Maps reflect January 1 – June 30, 2007.

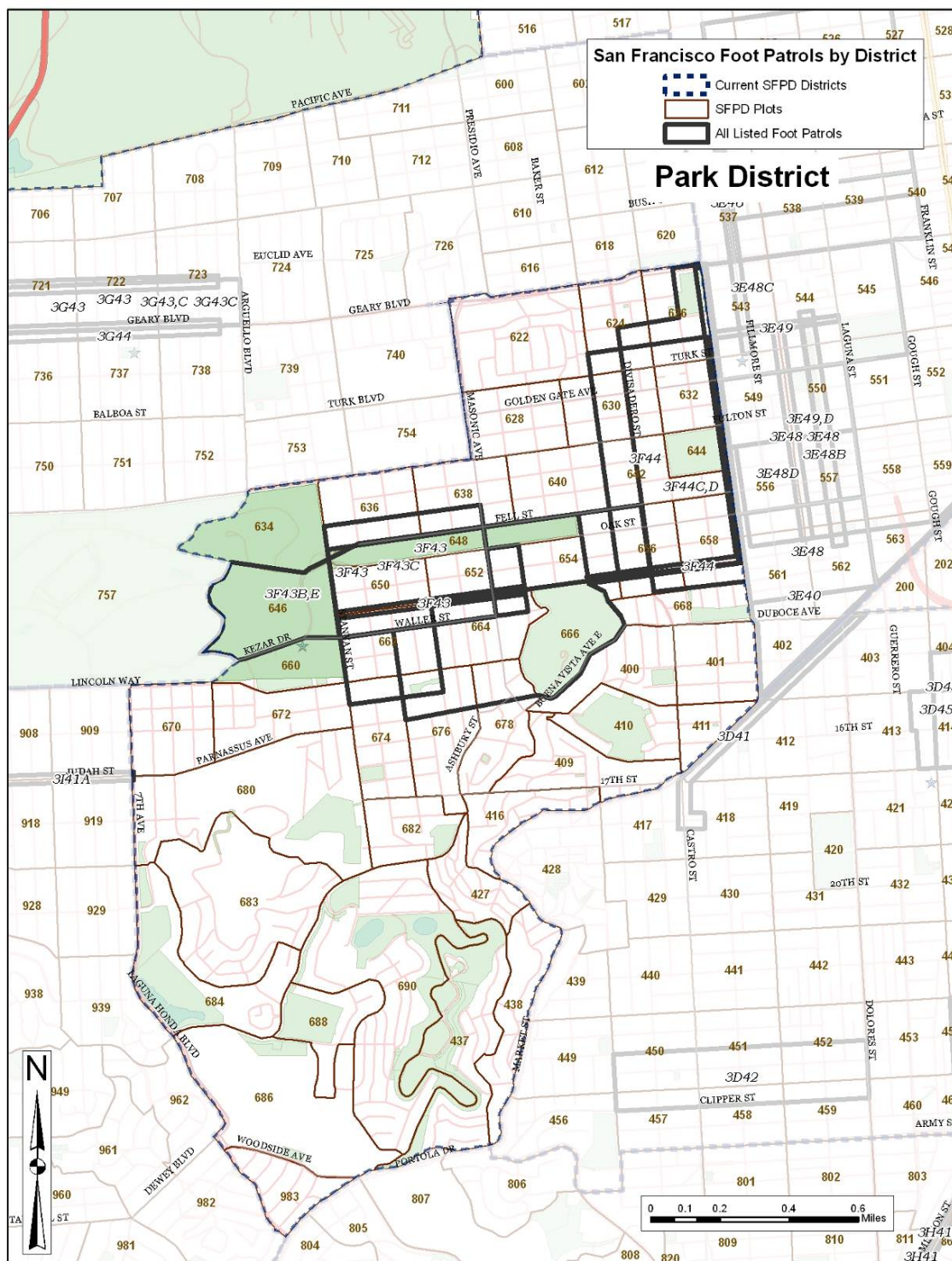
Park District, Company F, has a population of 59,572 and covers 6.7% of the landmass in the City. The area is mostly residential. The District is comprised of many neighborhoods to include Haight-Ashbury, North of Panhandle, West of Twin Peaks, Western Addition and some of Castro. New development includes light mixed-use. The District contains 17 schools (public and private); three acute care hospitals and 18 community health and substance abuse clinics.

There were 280,431 calls for service and Officer initiated activity in the Park District over the 2002-2007 time frame. Park handled 6% of the total calls for service in the city. At the top of the list was passing calls totaling 54,756 calls. Calls for bus inspection program ranked second, with 35,934 total calls. However, when combined, calls for suspicious person and calls for suspicious person in a vehicle totaled 38,046, exceeding calls for bus inspection program.

The following information was obtained through interviews conducted and reports reviewed.

Park Foot Patrol Officers interact regularly with the community. Some of the Officers report regular contact with merchants and citizens as well as attending many of the community and business meetings held in the District. The Officers, to address the gang and illegal drug issues on the beats, have participated in joint operations with Juvenile and Adult Parole and undercover SFPD Officers.

The map outlining the location of Park District beats from January through June 2007 as reported from various SFPD sources is shown on the following page.

Map 15: Park District Beats⁶¹

Source: PSSG based on SFPD shape files and records

⁶¹ Maps reflect January 1 – June 30, 2007.

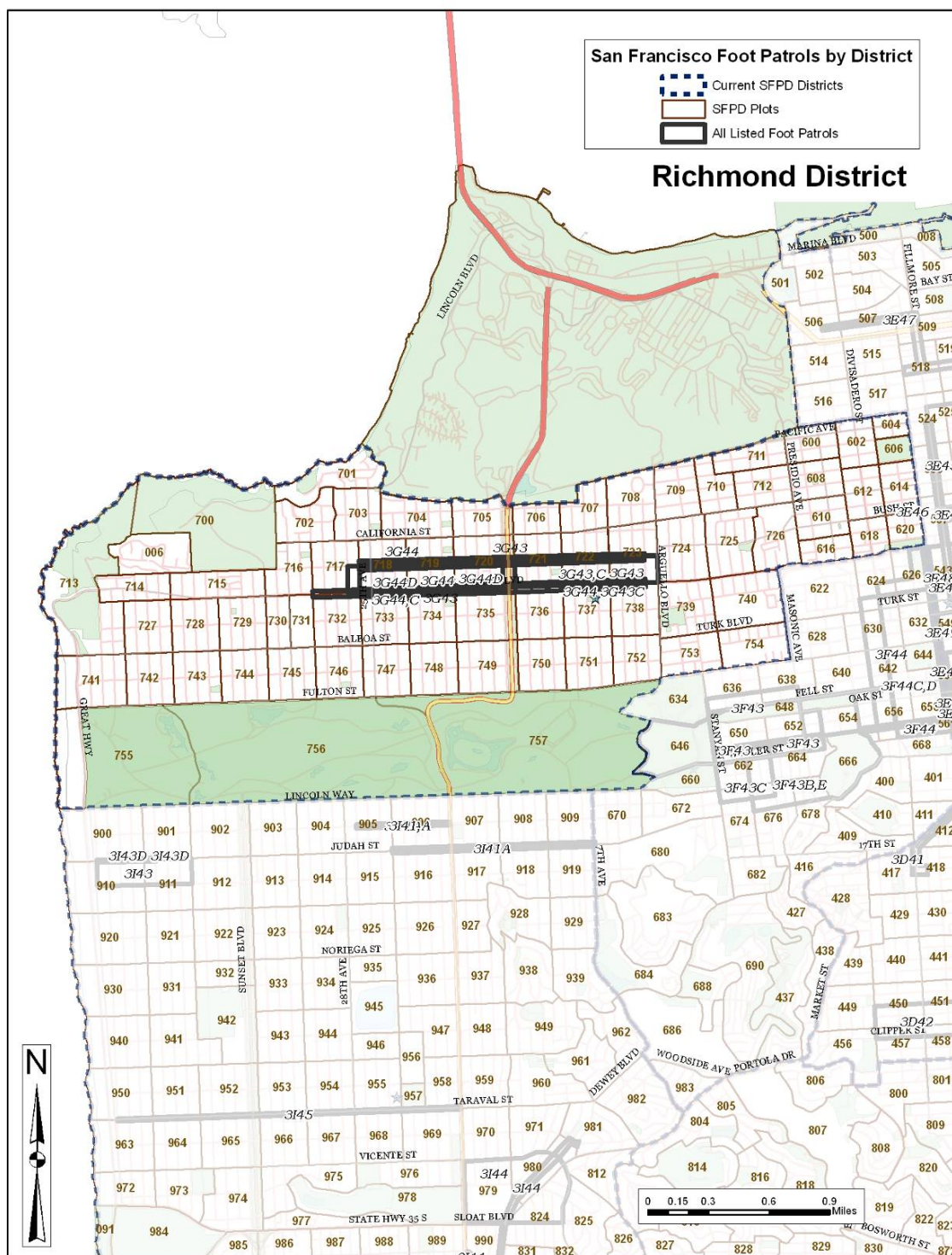
Richmond District, Company G, has a population of 93,693 and covers 12.7% of the landmass in the City. The area is mostly residential and Golden Gate Park. The District is comprised of many neighborhoods to include Richmond, Presidio Heights, Laurel Heights, Seacliff, and Golden Gate Park. There is very little new development. The District contains 35 schools (public and private), one acute care hospital and 9 community health and substance abuse clinics.

There were 271,576 calls for service and Officer initiated activity in the Richmond District over the 2002-2007 time frame. Richmond handled 6% of the total calls for service in the city. At the top of the list were calls for bus inspection program totaling 63,783 calls. Calls for traffic stops ranked second, with 40,320 total calls.

The following information was obtained through interviews conducted and reports reviewed.

Richmond Foot Patrol Officers focus the majority of their time on Community Policing issues. These efforts include daily contact with merchants and citizens regarding police and non-police related concerns. Officers enforce quality of life issues along the busy sidewalks in the business area. Officers interact with other City agencies to address environmental issues on the beats. One Beat Officer, after identifying a problem with skateboarders and bicycles, was instrumental in developing and obtaining funding for a bicycle safety campaign in the District.

The map outlining the location of Richmond District beats from January through June 2007 as reported from various SFPD sources is shown on the following page.

Map 16: Richmond District Beats⁶²

Source: PSSG based on SFPD shape files and records

⁶² Maps reflect January 1 – June 30, 2007.

Ingleside District, Company H, has a population of 132,328 and covers 15.4% of the landmass in the City. The area is mostly residential. The District is comprised of many neighborhoods to include Diamond Heights, Bernal Hill, Glen Park, Miraloma, Sunnyside, Mission Terrace, Excelsior, Crocker Amazon and Visitacion Valley. New development includes light mixed-use along Mission.

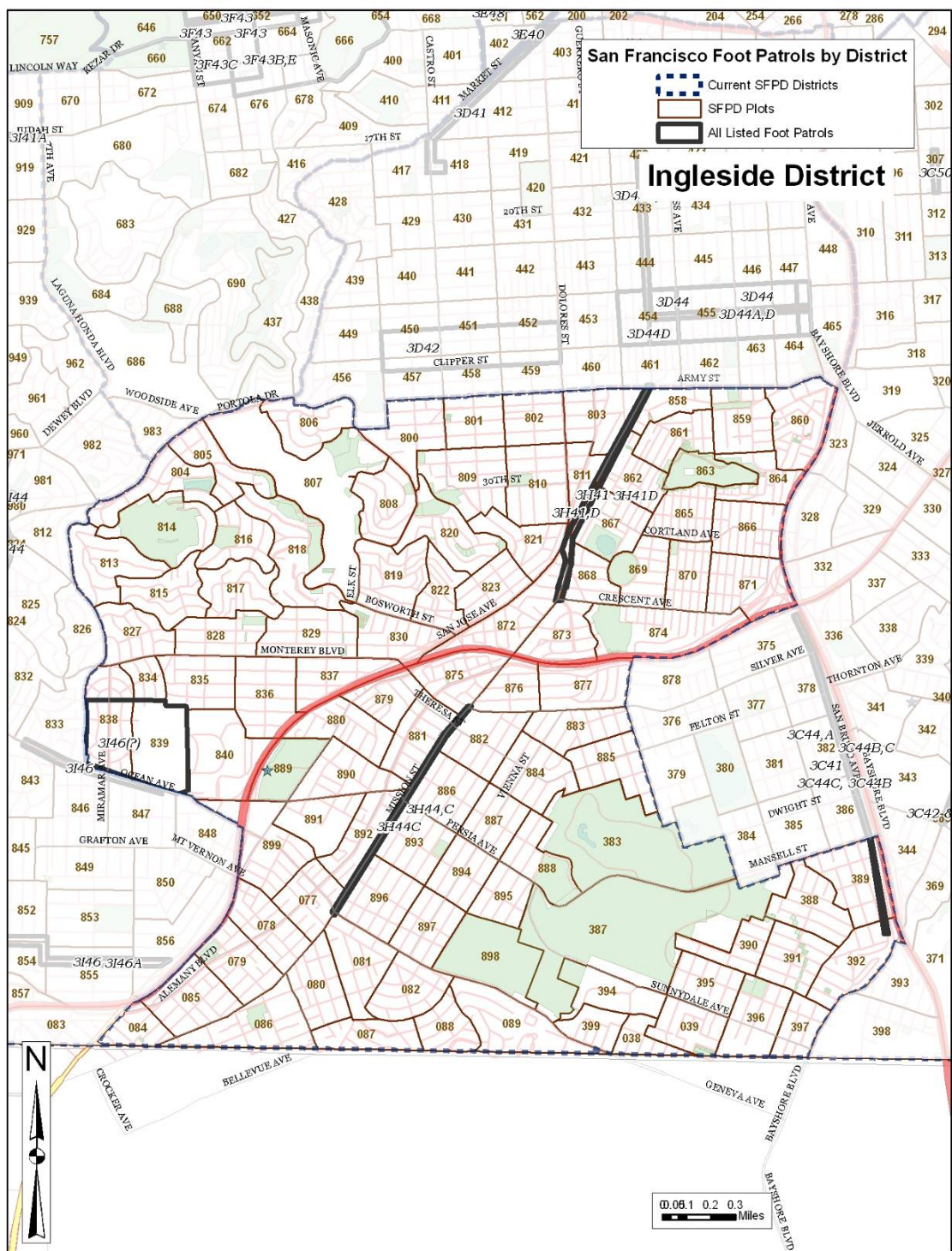
There were 335,086 calls for service and Officer initiated activity in the Ingleside District over the 2002-2007 time frame. Ingleside handled 8% of the total calls for service in the city. At the top of the list were calls for traffic stops totaling 46,955 calls. Calls for bus inspection ranked second, with a total of 42,579 calls during this period.

The following information was obtained through interviews conducted and reports reviewed.

Ingleside Foot Patrol Officers attend community and merchant meetings to address crimes and quality of life issues on their beats. Officers also interact with citizens and merchants to address ongoing issues and to give safety tips. They address traffic and parking violations and check on the liquor establishments for violations. Officers stay aware of criminal activity on the beat and spend time in those areas in an attempt to deter future crime. Officers spend time speaking with MUNI drivers concerning safe operation on the buses and criminal activity on the buses. The Officers ride the buses in an attempt to deter pickpockets and other criminal activity.

The map outlining the location of Ingleside District beats from January through June 2007 as reported from various SFPD sources is shown on the following page.

Map 17: Ingleside District Beats⁶³



Source: PSSG based on SFPD shape files and records

⁶³ Maps reflect January 1 – June 30, 2007.

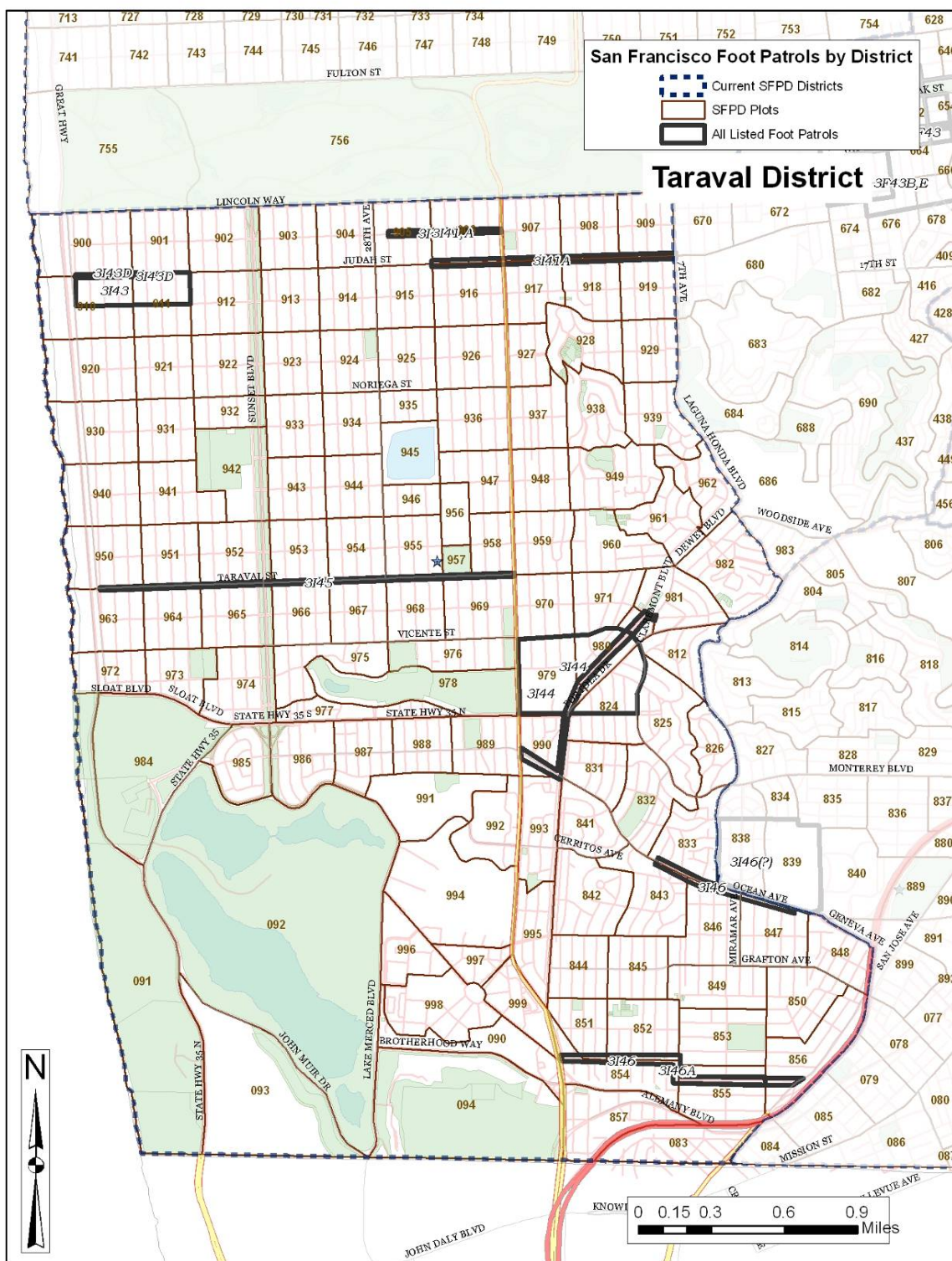
Taraval District, Company I, has a population of 147,806 and covers 23.9% of the landmass in the City. The area is mostly residential. The District is comprised of many neighborhoods to include Sunset, Merced, Oceanview, Ingleside and Parkside. There is little new development. The District contains 45 schools (public and private), and nine community health and substance abuse clinics.

There were 290,369 calls for service and Officer initiated activity in the Taraval District over the 2002-2007 time frame. Taraval handled 7% of the total calls for service in the city. At the top of the list were calls for traffic stops totaling 45,052 calls. Calls for bus inspection program ranked second, with 39,548 total calls.

The following information was obtained through interviews conducted and reports reviewed.

Taraval Foot Patrol Officers regularly attend community and merchant associations meetings. These meetings and interaction with citizens and merchants on a daily basis help them to focus their patrol in areas and provide safety tips. Officers frequent youth organizations such as Project Safehaven/YMCA and interact with the youth. On extended shifts, the Officers interact directly with at risk youth in the Randolph / Broad Street corridor. They help with homework, play games and talk about safety concerns.

The map outlining the location of Taraval District beats from January through June 2007 as reported from various SFPD sources is shown on the following page.

Map 18: Taraval District Beats⁶⁴

Source: PSSG based on SFPD shape files and records

⁶⁴ Maps reflect January 1 – June 30, 2007.

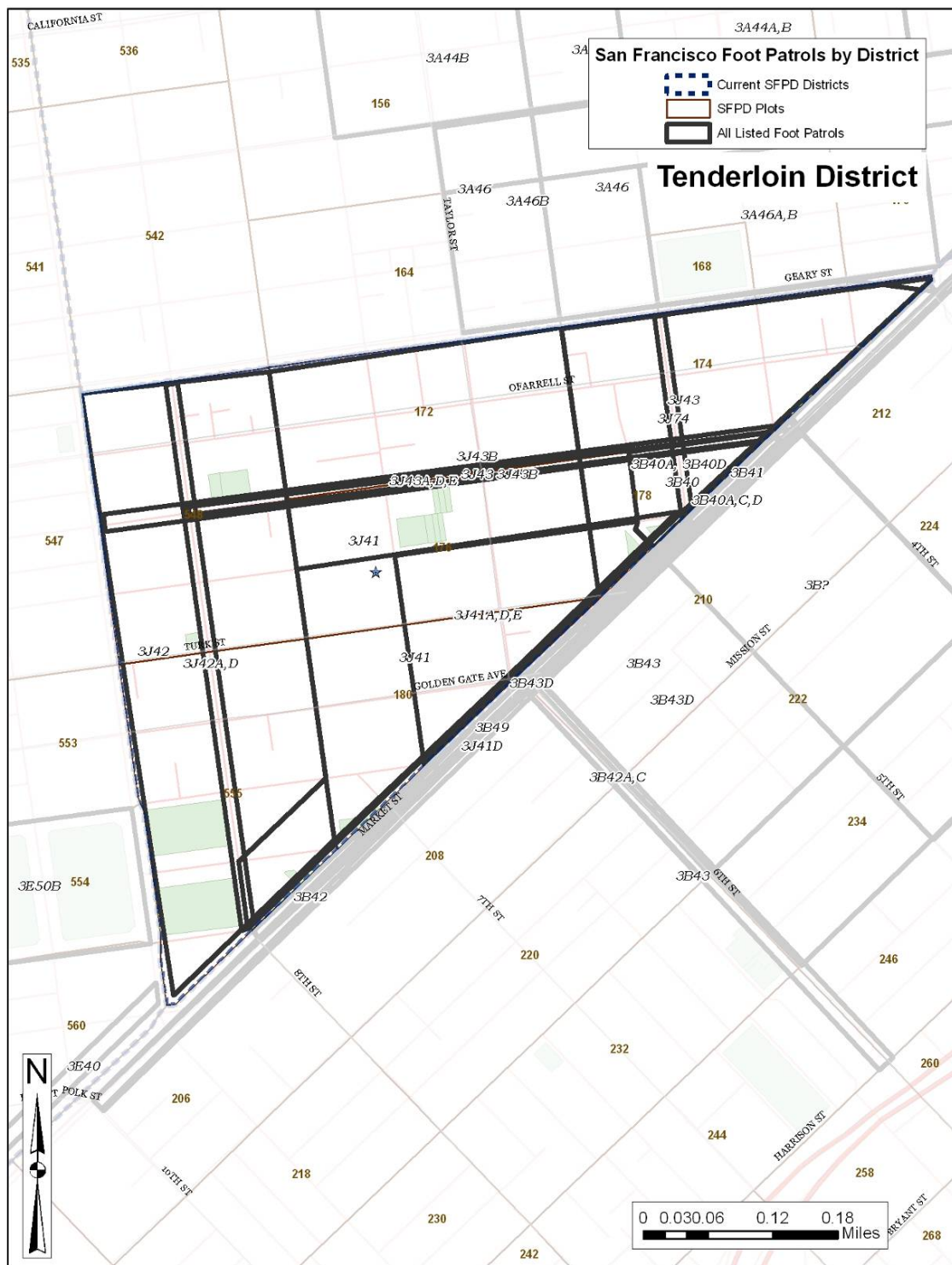
Tenderloin District, Company J, has a population of 21,669 and covers 0.5% of the landmass in the City. The area is residential, mostly Single Room Occupancy (SRO's) and very dense. The District is comprised of the Tenderloin neighborhood. Potential development may occur in residential towers. The District contains two private schools, and 9 community health and substance abuse clinics.

There were 482,741 calls for service in the Tenderloin District over the 2002-2007 time frame. Tenderloin handled 11% of the total calls for service in the city. At the top of the list were calls for parking violations totaling 356,895 calls. Calls for tow trucks ranked second, with 1,027 total calls.

Tenderloin Foot Patrol Officers walk small beats and often go off their beat to address issues. Some Officers focus on illegal drug activity in the District while others focus on the homeless and quality of life issues. There are many social service agencies located in the District and the Officers interact with them on a daily basis. Some Beat Officers attend many citizen and merchant association meetings.

The map outlining the location of Tenderloin District beats from January through June 2007 as reported from various SFPD sources is shown on the following page.

Map 19 Tenderloin District Beats⁶⁵



Source: PSSG based on SFPD shape files and records

⁶⁵ Maps reflect January 1 – June 30, 2007.

Recommendations

This section provides recommendations on how the SFPD can achieve an integrated and balanced foot patrol strategy. The recommendations address the requirements not met under the Legislation and areas of concern PSSG identified through surveys, meetings, interviews and focus groups. Finally, to support the recommendations, this section reflects strategies identified in the best practice review presented in the interim report and information gathered during SFPD and community focus groups. Currently, the SFPD is not basing their foot patrols on best practices: integration of lessons learned from strategies outlined in the interim report would benefit all stakeholders involved in the foot patrol program.

The implementation of a successful foot patrol program requires an investment by the City and SFPD in planning, strategy development, documentation, technology, training, and community outreach. With focused investment in these activities, integration of current foot patrol efforts into a strategy that addresses joint objectives of the BOS, Police Commission, Mayor's Office, SFPD, and the community is possible. In addition to the main categories of recommendations, information regarding consideration of a scientific pilot, funding and the prioritization of recommendations is also supplied.

Planning

The SFPD lacks a strategic plan for the department, Districts and specialty units. The lack of the plan is evident in the survey results as listed below.

- Approximately 10% of the 330 department members responding to the survey believe the SFPD had a strategic plan that included District Stations and that each District Station had an individualized plan.
- Half of the respondents stated they are aware of the Mission and Vision Statement of the SFPD.
- Six percent of the respondents believe foot patrols are consistent with the Mission and Vision Statement.

As part of its recommendations, PSSG suggests a multi-faceted strategic planning approach that includes the establishment of a working group followed by the development of a department wide and specific district plans.

Establishment of a Strategic Planning Process

The SFPD would benefit from establishing an overall strategic plan and process to support the following components of the strategy. If an overall process is not completed, there is the potential for a disconnected strategy to emerge. The process should include:

- *Designation of a SFPD Command staff member as the Strategic Planning Officer (SPO) for the citywide strategic plan.* The SPO would ensure that development, ongoing monitoring and updates of the strategic plan are conducted. The SPO would coordinate the planning process for the citywide and district level strategic plans. The SPO would also coordinate with the working group to provide administrative oversight to the foot patrol strategy development, conduct ongoing process and impact measurements and monitor foot patrol implementation effectiveness.
- *Designation of District Captains or their designees as SPOs for the District.* The District SPO would ensure the district strategic plan is integrated with the SFPD's citywide strategic plan.
- *Incorporation of the review of citywide and District strategic plans into the responsibilities of the working group.* Review by the working group provides a forum for review of and consensus building around plans ensuring they meet both the needs of the SFPD and the community before finalization.
- *Development of internal and external communication of the plans.* Once the strategic plans are completed, the SFPD should distribute the plans through shift briefings, department bulletins, the SFPD website, community partners and other communication methods to ensure every member of the department and the community is aware of and understands the elements of the strategic plan and their individual role. Sharing the plan externally provides the SFPD a way to engage the community in proactive problem solving and crime prevention.
- *Implementation of an ongoing process to monitor the progress and adjust initiatives related to the foot patrols.* The SFPD should implement a monthly and yearly review process to review the progress of the foot patrol program and ensure the SFPD is meeting its goals. Once the foot patrol strategy is fully established, integrated and reaching its goals, a less robust monitoring and evaluation process could be considered.

Establishment of a Working Group for the Foot Patrol Strategy

PSSG recommends the SFPD establish a working group to provide a mechanism for joint decision-making and collaboration among multiple stakeholders involved in foot patrols. This working group should include members of SFPD, BOS, Police Commission, Mayor's Office of Criminal Justice and the community. Additionally, the working group needs to liaison with SFSAFE and the Safety Network to streamline the strategies employed. Based on the findings of this report, PSSG recommends that the working group be coordinated by an independent public safety expert to organize and facilitate the process, group decision-making, consensus building and guide the efforts of the group.

The working group should complete the following:

- *Establish a structure for long-term implementation and evaluation of the strategy.* Foot patrols are a multi-dimensional approach that involves planning, coordination, program development, training, technology and community outreach. Each of these elements requires decision-making, resource allocation and ongoing monitoring. The working group would provide a forum for the SFPD to ensure long-term support and commitment to the strategy as it evolves over time.
- *Establish overarching program goals and objectives for the implementation of each foot patrol.* An examination of program data, community needs and resources of the SFPD suggest a need for review and determination of the goals for each foot patrol and the methods employed to reach the goals. Different crimes and communities require unique approaches and customization. Through surveys, interviews and meetings conducted by PSSG it was revealed that there are differing opinions on the use of foot patrols in the City ranging from SFPD public relations to crime prevention. The SFPD must determine if it will use foot patrols to achieve community relations, crime suppression, crime prevention or a combination of these objectives. Each objective is viable, yet requires a different approach.
- *Establish criteria for the implementation of foot patrols.* With established criteria, the SFPD can design and implement strategies and programs to meet the needs of the City. However, the criteria must integrate with the current and future planned operations of the SFPD. To ensure integration with the SFPD's operations, the designation of foot beat locations should be determined through consensus, and the active involvement of District Captains and Officers. The SFPD must set criteria such as community needs, crime data and special populations. Other considerations include the assessment of foot beats for the type of strategies to use such as problem-solving, intensive patrol, and integration of other specialty units. Lastly, the working group should select patrol strategies that best address the issues.
- *Establish focus areas for the implementation of foot patrols.* Through the department, written and telephone surveys, information on the perceptions of what crimes foot beats can address was gathered as shown in the table below.

Table 22 Response to SFPD, Telephone and Written Survey Question “Do Foot Patrols Impact the Following?”

Do foot patrols impact the following:			
Crime Category	SFPD	Telephone	Written
Abuse/Neglect	27%	41%	29%
Assaults	42%	83%	70%
Burglaries	32%	72%	59%
Car Breaks	45%	82%	72%
Domestic Violence	20%	39%	23%
Drug Law Violations	63%	72%	64%
Gangs	58%	71%	70%
Juvenile Offenses	48%	78%	65%
Larcenies	37%	72%	51%
Loitering	78%	87%	81%
Loud Parties	29%	61%	43%
Neighborhood Quality of Life Issues	83%	84%	80%
Panhandling	73%	68%	68%
Property Destruction	53%	86%	75%
Public Intoxication	75%	83%	73%
Purse snatching	49%	86%	75%
Tagging / Graffiti	57%	83%	72%
Traffic Law Violations	32%	45%	33%
Underage drinking	50%	64%	52%
Violent Crimes	46%	75%	60%

Responses highlighted indicate when 50% or greater of the respondents believed foot patrols impacted a particular area. While actual percents vary, there are several commonalities between all of the respondents. The working group should select specific crimes to focus on as part of the foot patrol implementation plan. PSSG suggests starting with the crimes with the highest level of perceived foot patrol impact for all groups responding.

- *Establish a process for joint decision-making.* A review of past performance on foot patrol implementation suggests there are conflicting goals and objectives for this strategy from all stakeholders involved.

Development of a Citywide Strategic Plan

The SFPD would benefit from the development of a comprehensive, citywide strategic plan that includes:

- Citywide goals and objectives
- Specific parameters for strategy and program implementation, such as crime prevention, outreach and tactics
- Process for administration and implementation

- Process for ongoing program monitoring and evaluation
- Resource requirements (including staffing, training and technology) to support strategy implementation

The strategic plan serves as a guiding document for all SFPD activities focusing on enhancing safety and quality of life in the City. Once the SFPD has created an overall strategic plan, the department should develop strategic plans for each specialty division and District. Operating without a strategic plan hampers the activities of the SFPD in several ways. Currently each segment of the SFPD is operating under a different set of assumptions, resources are under utilized and lack integration, priority issues are not defined, specialty divisions are not integrated into strategies and redundant efforts are underway without interconnectivity.

Development of District Strategic Plans for Foot Patrol Implementation

Once the SFPD has created a citywide plan, each District should create a strategic plan that complements the citywide plan. District Captains should customize plans to district-specific crime, demographics and community needs. The working group would oversee the development of the plans ensuring consistency with the overall citywide strategic plan and provide a process to cross coordinate plans among Districts and specialty units.

At present, the SFPD has a DGO for foot patrol implementation; however, this is not a strategic plan and it does not incorporate all of the supporting elements required for successful implementation. The foot patrol strategy needs to be part of the SFPD's overall crime prevention initiative and integrated with SFPD current operations.

PSSG provided crime, demographics and calls for service maps to the City. The SFPD should use these tools to plan the location of foot beats. Information on using the maps appears on pages 100-104.

Strategy Development

Crime prevention while linked to the number of officers on the streets, is not entirely dependant on it. Community engagement, support of department initiatives and effective use of resources also play a part in decreasing crime rates. Communities can achieve results by carefully constructing strategies that include:

- Motivated, well trained officers
- A concrete plan articulating overall goals that allow for creativity with strategy and program development
- Community engagement and support
- Target crime enforcement by type of crime and time of day
- Integration of a series of patrol strategies
- Collaboration between stakeholders
- Coordination between service providers

In addition to the SFPD, the City has the MOCJ, the Safety Network and SFSAFE working on crime prevention issues. The City needs to evaluate the strategies of each organization and integrate them into a common plan.

Patrol Strategies

Several patrol strategies address crime when integrated with foot patrols. The SFPD would benefit from combining the approaches listed below to reduce crime.

- *Community Policing*⁶⁶ – Officers use community problem solving strategies to proactively address crime. This strategy requires a community engagement plan and for the department to adopt an overall philosophy embracing Community Policing.
- *Directed Patrols / Hot Spot Policing* – Officers dedicate a set amount of time to particular areas on a continual but random basis. This strategy goes beyond just being visible to targeting areas with a purpose.
- *Proactive Arrests* – Officers target high-risk areas and high-risk offenders to decrease the likelihood of future crime. This strategy requires community support for increasing arrests and directing efforts towards particular crimes and groups responsible for the crimes⁶⁷.
- *Problem Orientated Policing Teams / Task Force* – Teams of Officers focus on a particular crime or set of issues and assist foot patrols and sector cars to address the crime. This process allows Officers on permanent assignment to continue their job while the team addresses crime through collaboration with the District. This requires a higher level of collaboration than just having a specialty unit work cases in a District.

Foot Patrol Strategy Development

A foot patrol strategy needs to consider assignment of foot beat locations, available staffing, resources, size of the beats, assignment of officers to beats, and safety of beat officers. In addition, the overall purpose of the beats must be established. Foot beats may be established for the purposes of community relations, visibility or crime

⁶⁶ As defined by the Officer of Community Orientated Policing, Community policing focuses on crime and social disorder through the delivery of police services that includes aspects of traditional law enforcement, as well as prevention, problem-solving, community engagement, and partnerships. The community-policing model balances reactive responses to calls for service with proactive problem solving centered on the causes of crime and disorder. Community policing requires police and citizens to join as partners in the course of both identifying and effectively addressing these issues.

⁶⁷ The community along with the SFPD needs to determine the priorities for each beat and then address those types of crimes. The community must be aware that if they want to address panhandling, more homeless members of the community will be arrested. Should choices like this be made, the department must be supported with its efforts.

prevention. Each purpose has merit and ultimately the vision must be developed in order to develop the strategy appropriately.

Beat Locations

The designation of beat locations has a direct impact on policing operations. Permanent beats are a long term policing strategy not a reactive measure to address crime spikes. To ensure the integration of beat locations into overall District operations, the strategy should address the following factors if permanent beats are established:

- Community Needs
 - Determine what issues are facing each area in the City and prioritize needs based on the goals and objectives of the strategic plan.
- Population Density
 - Determine the population density of the area for the foot beat to determine if the location warrants a foot beat.
- Business Locations
 - Determine the type and number of businesses to ascertain if a beat location will impact a significant number of merchants and if it includes businesses that are likely targets of crime.
- Special Populations
 - Determine if there are special populations in the area such as youth or the elderly as program elements of the strategy will need to reflect their specific needs. Also, determine if language barriers could prevent Officers from communicating with residents and if so, arrange for translation services.
- Crime Rate
 - Determine the crime rate for the particular areas and assess if the crime rate for particular crimes necessitates a beat in the area.
- Crime Factors
 - Determine the factors impacting crime such as time of day, type of population in the area, environmental factors and other issues that need to be addressed to impact the occurrence of crime.
- City Resources
 - Determine if there are appropriate City resources to support the initiatives of the Officers, examples include graffiti removal teams, code inspectors, license commissioners and other departments that play a role in crime reduction.
- Social Service Resources
 - Determine what social service resources are available for use when encountering residents requiring support. A similar audit should be conducted to determine the resources available to all special and underserved populations.

The District Captains, using crime data, analysis and input from Officers and the

community, should determine the location of beats based on the relevant factors listed above. PSSG reviewed two example beats, the Mission 3D44D and the Ingleside 3H41D, for inclusion as a template on how to select the beats based on available crime data. These beats were selected for further analysis as they had significant staffing, a fair number of calls for service and were somewhat consistent with identified locations.

Information for these beats includes maps showing example crime data and tables comparing beat hours and calls for service. While there is additional data to consider, the examples provide a starting point for the SFPD with future foot beat development.

Example Beat Locations

3D44D - 24th and Mission, Lower 24th, 24th to Potrero

This beat is in an area of mixed residential and small locally owned business units.

3H41 - Lower Mission, Cesar Chavez to Richland

This beat is in an area with heavy vehicle traffic, light commercial and residential units.

Example Beat Data

The following tables show the percent of crime incidents in the plots identified as covering the area of 3D44D and 3H41D. The data depicts the day of the week and the time of day of the incidents. Review of information in the tables for the 3D44D and 3H41D beats show the crime incidents as reported in CABLE most cited in the two areas include: Assault, Theft and Vehicle Theft. The greatest percentage of these incidents occur during the hours of 11 PM – 3 AM mainly during the weekend.

For illustrative purposes, Map 20 “Percentage of Theft Calls Mission and Ingleside,” shows the areas of the beats and the total percentage of Theft in each plot compared with all other crime occurring in the area. The yellow arrows indicate the location of current beats and the blue arrows indicate plots in the District that have a higher percentage of the crime. To address these issues, daytime foot patrols are less likely to have an impact. Late night, targeted hot spot patrols would be more apt to have an impact. To address the incidents occurring with the highest ratio in the plots would mean a change in the time and approach of these two particular beats.

Conversely, if the beats were to address the issue creating the highest volume of calls for service, it would focus on Quality of Life issues, shown by percentage on Map 21 Quality of Life Calls - Mission and Ingleside. In the 3D44D table, Quality of Life issues represent a daily average of 34-36% of all calls and in the 3H41D table, they represent 21-27% of all calls on a daily basis. The calls for the 3D44D table occur equally during all hours of the day, in the 3H41D table the highest rate of calls is 11PM – 7AM. Map 21, shows that in the Mission District there are a few areas with a higher than average rate of calls, which are indicated with the blue arrows. In the Ingleside 3H41D, 20-30% of all calls in the plots are for quality of life issues with multiple areas across the District having the same ratio with plots in the western section of the District displaying plots

that have 30-40% of all calls in the plots attributed to quality of life issues. Foot patrols focusing on Quality of Life issues could have an impact in several areas at various times of the day.

Table 23: 3D44D CABLE Data 2002 - 2007⁶⁸

3D44D CABLE													
Day of the Week	Alcohol	Assault	Burglary	Drugs	Malicious Mischief	Murder	Prostitution	Quality of Life	Robbery	Theft	Vehicle Theft	Weapons	Other
SUN	2.94	10.49	2.88	5.69	4.99	0.13	0.32	1.02	5.82	11.9	7.42	0.45	46
MON	1.22	7.78	2.8	8.15	4.5	0.12	0.24	0.61	4.86	11.4	7.9	0.43	50
TUE	1.26	6.87	2.4	8.64	4.29	0.17	0.34	0.69	5.21	10.8	7.9	0.46	51
WED	1.57	6.6	2.85	8.28	4.25	0.11	0.62	0.95	3.97	10.9	7.05	0.39	52.5
THU	1.95	7.04	2	8.47	4.86	0.06	0.4	0.86	4.46	10.5	7.78	0.69	50.9
FRI	1.32	8.58	2.53	6.82	4.73	0	0.49	0.93	4.18	9.73	8.19	0.93	51.6
SAT	1.77	7.72	2.36	7.4	4.77	0.27	0.21	0.59	4.5	9.49	7.02	0.38	53.5
Time of Day	Alcohol	Assault	Burglary	Drugs	Malicious Mischief	Murder	Prostitution	Quality of Life	Robbery	Theft	Vehicle Theft	Weapons	Other
7am to 3pm	0.42	6.05	2.48	8.18	2.89	0.04	0.39	0.81	2.54	9.27	7.19	0.26	59.5
3pm to 11pm	2.6	7.81	2.17	8.54	5.48	0.13	0.31	0.93	4.5	11.5	7.66	0.64	47.8
11pm to 3am	2.19	12.39	2.91	4.74	5.95	0.18	0.61	0.30	9.17	12.14	8.14	1.03	40.26
3am to 7am	1.89	9.26	6.11	2.53	6.74	0.63	0.21	1.05	12.00	8.63	9.05	0.21	41.68

Source: SFPD CABLE records

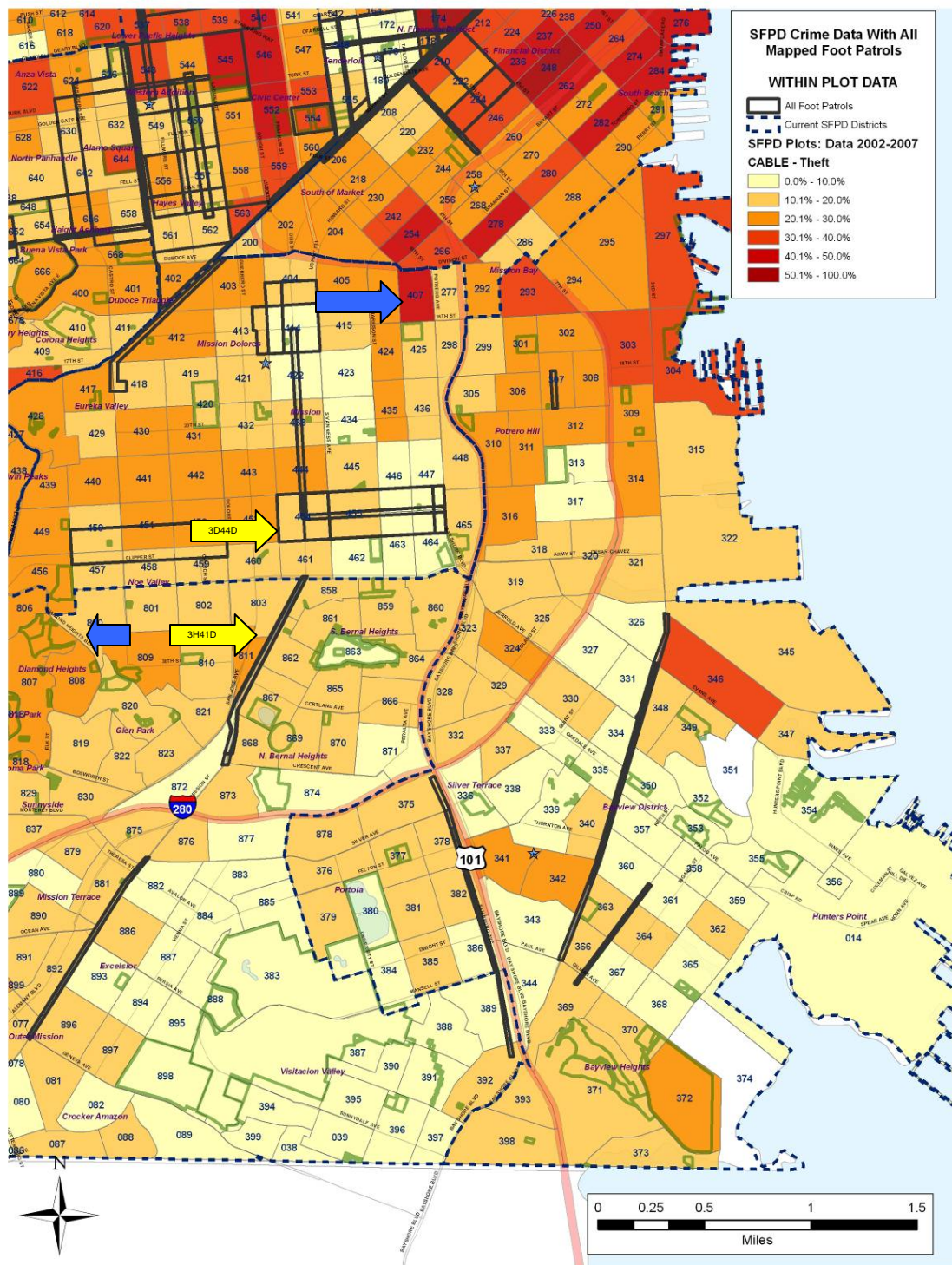
Table 24: 3H41D CABLE Data 2002 - 2007⁶⁹

3H41D CABLE													
Day of the Week	Alcohol	Assault	Burglary	Drugs	Malicious Mischief	Murder	Prostitution	Quality of Life	Robbery	Theft	Vehicle Theft	Weapons	Other
SUN	1.86	10.65	4.08	1.69	7.81	0.09	0.53	0.44	4.79	16.1	12.24	0.35	39.4
MON	0.92	7.45	5.86	1.26	6.19	0.17	0.33	0.42	4.44	15.9	14.9	0.08	42.1
TUE	0.9	6.39	5.57	2.05	5.41	0	0.41	0.49	3.19	17.2	13.6	0.49	44.3
WED	0.17	7.58	4.74	2.67	4.91	0.09	0.34	0.52	2.93	15.5	14.56	0.34	45.7
THU	0.69	5.74	5.31	2.06	4.8	0.17	0.43	0.17	3.34	15.2	13.2	0.43	48.5
FRI	0.46	7.06	5.45	2	7.29	0.08	0.46	0.61	2.99	13.7	14.04	0.15	45.7
SAT	1.05	10.37	5.71	1.49	6.59	0	0.09	0.79	3.34	14.5	12.48	0.26	43.3
Time of Day	Alcohol	Assault	Burglary	Drugs	Malicious Mischief	Murder	Prostitution	Quality of Life	Robbery	Theft	Vehicle Theft	Weapons	Other
7am to 3pm	0.11	6.11	6.25	1.19	3.86	0	0.42	0.63	2.14	14.7	13.66	0.28	50.6
3pm to 11pm	0.9	7.25	4.69	2.86	6.49	0.11	0.25	0.44	3.38	17.3	14.18	0.33	41.9
11pm to 3am	2.24	12.98	3.53	1.08	9.52	0.14	0.58	0.36	5.55	12.91	12.18	0.36	38.57
3am to 7am	0.98	7.80	9.27	0.73	7.56	0.24	0.49	0.49	8.29	12.44	12.68	0.00	39.02

Source: SFPD CABLE records

⁶⁸ Data records cover January 1, 2002 – June 30, 2007.

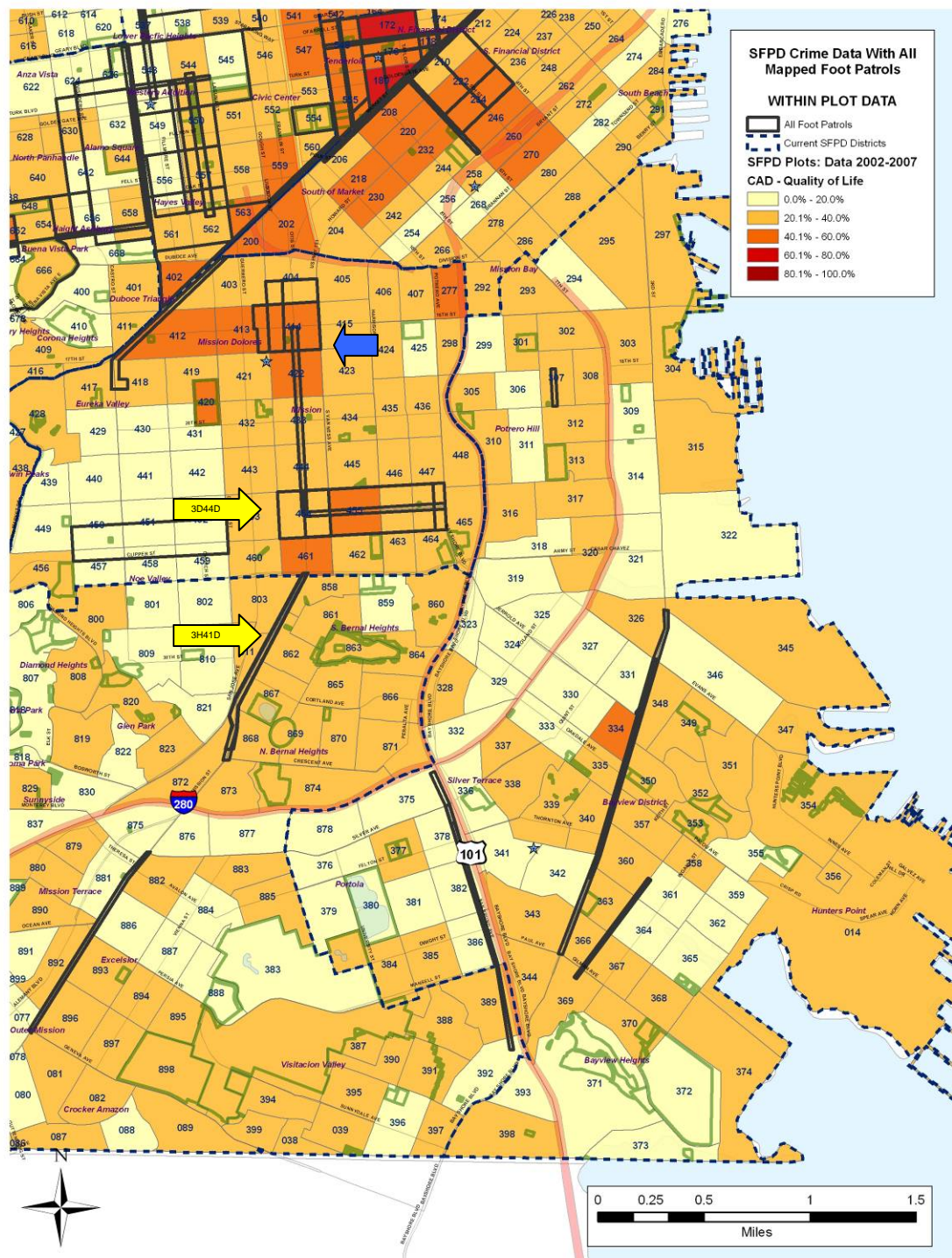
⁶⁹ Data records cover January 1, 2002 – June 30, 2007.

Map 20: Percentage of Theft Calls Mission and Ingleside 2002 - 2007⁷⁰

Source: PSSG based on SFPD CAD records and shape files

⁷⁰ Data records cover January 1, 2002 – June 30, 2007.

Map 21: Percentage of Quality of Life Calls - Mission and Ingleside 2002 - 2007⁷¹



Source: PSSG based on SFPD CAD records and shape files

⁷¹ Data records cover January 1, 2002 – June 30, 2007.

Example Beat Hours and Calls for Service

The total hours and the total calls for service in each of the beats increased during the time of the evaluation. The 3D44D staffing increased from 742 hours during the time period of January 1 – June 30, 2007 by 2,430 hours for a total of 3,172 hours for the same time period in 2007. The corresponding CAD calls for service and officer initiated activity rose from 488 for the evaluation period in 2006 to 1,691 in 2007. In the 3H41, staffing rose from zero hours in 2006 to 3,442 in 2007 and CAD rose for zero to 1,575. Tables corresponding to the hours of staffing and the CAD calls for service and officer initiated activity are contained in Attachment G.

The example beat analysis illustrated above shows a specific link between the increase in hours staffed and the number of related calls for service handled by the beat. The beat examples also illustrate how the information gathered during the evaluation assists with developing a beat strategy. Using detailed information will allow the SFPD to direct resources towards specific issues. Using a combination of calls for service, crime incident reports, time, location and staffing data can provide a more comprehensive approach to crime prevention using foot patrol strategies.

Responsibility of the Foot Beat

If permanent foot beats are established, staffing should be at the same level as sector cars and Officers should have responsibility for their areas.

If beats are used only on an occasional basis, they need to focus on clearly defined initiatives, such as, neighborhood community relations, youths gathering during the hours of 3:00 PM – 6:00PM or similarly narrowly defined issues. Additionally, it is important to educate the public so that community stakeholders understand the role of the foot beats.

Size of Foot Beats

The size of the foot beat has a direct impact on the goals and objectives of the foot patrols within a beat location. To ensure the size of the beat meets SFPD goals and objectives, the beat boundaries should address the following factors:

- The size of the beat should be small enough to allow the Officer to patrol the entire beat several times a shift.
- The actual size of the beat should vary depending on the composition of the beat.
- Advanced planning is required to establish beat boundaries that meet goals and objective.

- Larger beats in less congested areas are suited for a combination of foot, bicycle, “park and walk”⁷² or other personal transport systems to effectively patrol the area.
- If large beat areas are set, then cars, bikes or personal transport systems must be used to ensure Officers can adequately address issues on the beat.
- The size of each beat and justification for sizing should be part of the District and citywide strategic plans.
- When beats are selected, consideration should be given to confining beats within plots. When a line beat along a single street is needed, the plots on either side need to be encompassed to streamline data collection.
- Periodic review of each beat needs to be conducted to evaluate effectiveness.

Staffing of Foot Beats

The staffing of each beat depends on the desired coverage for the beat location, the availability of staff to cover a location, and other crime reduction measures deployed within the beat location. A review of information on the current foot patrol program suggests that the current staffing does not take advantage of other crime reduction measures already deployed to provide coverage of the sectors. Therefore, the SFPD would benefit greatly from enhancing current staffing strategies to provide optimal coverage of the beats while maintaining coverage of the sector cars. Specifically, the following strategies should be considered when planning for staff coverage:

- Park and walk strategy by sector cars when beats are not covered.
- Park and walk strategy for large beat areas.
- Dual beat coverage with Officers covering more than one beat and alternating time between the two beats based on activity level.
- Changing beat patterns frequently for enhanced visibility without increasing staffing.
- Require beat officers to be responsible for an entire area.
- Staff beats only during the time when the targeted crime occurs.
- Assign specialty units to the District to enhance patrol strategies and increase enforcement.

Standardized Process for Beat Officer Assignment

During the study, PSSG identified that the process for staffing assignments was not consistent across the Districts. Once the SFPD outlines staffing needs, a standard process for the assignment of Officers should be established citywide. This process should include:

⁷² A “park and walk” strategy requires officers in cars to spend a specific amount of time out of their vehicle walking in neighborhoods or business areas.

- *Policies and procedures.* Development of policies and procedures to create a standardized process for Beat Officer assignments within each District.
- *Creating and posting a job description in each District for Foot Patrol Officers.* The competitive process for filling the role of a Beat Officer will encourage applications from motivated Officers who have to prove qualifications for this position.
- *Screening of applicants.* District Lieutenants and Sergeants should evaluate applicants based on past performance evaluations, citizen complaints, ability to interact with the community and ability to facilitate public meetings.
- *Selection of Officers.* District Lieutenants and Sergeants should then make recommendations to the Captain who then assigns the Officer. In the absence of volunteers, the Lieutenants and Sergeants should make recommendations to the Captain based on the criteria developed.
- *Permanent beat assignments should be for an extended period of time.* A minimum of one-year assignments should be considered with the opportunity to extend based on evaluations from the SFPD and needs of the community.

Staffing Resource Optimization

Once standards for staffing and Beat Officer assignments are established, the Districts should evaluate the availability and utilization of Officers to determine how many Officers can be devoted to foot patrols while still staffing all of the sectors. This evaluation should include the assessment of non-patrol assignments in the Districts in an attempt to consolidate, eliminate or civilianize non-essential positions. This evaluation will assist each District with optimizing current resource levels. In the event of a staffing shortfall, this assessment will provide the basis for the justification of new Officers.

To ensure the SFPD is optimizing resources to meet the goals and objectives of the foot patrol program, as well as other policing requirements, the SFPD would benefit from:

- Considering moving Officers out of positions in the stations that could be filled by Civilians.
- Considering deploying specialty units as part of Problem Orientated Policing Teams / Task Forces.
- Determining if beats are to continue in all areas of the City and reallocating personnel as needed.

During the study, there was significant discussion on the impact of the Legislation on staffing. HRMS shows that beat staffing increased 86% while sector car staffing increased less than 1% when comparing January through June 2006 to January

through June 2007. Beat staffing was equivalent to approximately 81 FTE⁷³ officers. Overall increases of uniformed personnel were approximately 2% over the same time period in 2006. Final staffing needs should be determined after the development of the strategic plan.

Patrol Specials

While not a formal part of the evaluation, the issue of Patrol Specials arose. Patrol Specials can serve a significant purpose in the City. Currently, PSSG categorizes the relationship between the SFPD and the Patrol Specials as strained: steps to rectify this situation are warranted. Patrol Specials, ingrained in the history of the City are widely accepted in the community. The City needs to determine the role of the Patrol Specials and settle issues related to uniforms, training, deployment, reporting and responsibilities and then integrate them into the crime prevention plans in the City.

Documentation

The management of a complex staffing operation such as citywide foot patrol requires the capture of relevant information to support decision-making, management and monitoring of effectiveness. Currently, the SFPD faces several documentation challenges that prevent the SFPD from conducting an assessment of the need for and effectiveness of foot patrols. The City would greatly benefit if the current documentation methods deployed by the SFPD were enhanced. These enhancements are outlined below:

Computer Aided Dispatch (CAD)

The current CAD system does not have the beat locations mapped, as a result when calls are dispatched sector cars and foot beats both show as available units regardless of their locations. Activity logs are not integrated into other systems requiring Officers to print copies of CAD and limit information sharing. The SFPD should make the following improvements to the CAD system:

- *Update the CAD system to add beat locations.* This modification would allow viewing of foot beats independently from sector cars.
- *Automate CAD activity logs.* This modification would automate the activity tracking process and eliminate the need for Officers to run hard copies of activity sheets and provide simplified tracking of CAD calls.
- *Review and update CAD codes.* CAD and CABLE codes differ from one another, but need to be used in concert for analysis purposes. A review would allow the SFPD to create categories of calls for service with corresponding CABLE incident codes. For purposes of this study, PSSG

⁷³ FTE = Full Time Equivalent of coverage 2080 hours per year.

created categories, however, SFPD needs to conduct a complete review. A review of CAD also needs to evaluate if the current list of codes meets the needs of the SFPD by determining if codes are up to date. A process flow analysis is warranted to determine consistency rates of CAD with CABLE entries related to such issues as date, time and location.

Central Database Incident System (CABLE)

The current CABLE system does not have the capability to separate incidents handled by Beat Officers and sector cars. The SFPD should make the following improvements to using the CABLE system:

- *Update the CABLE system to code incidents by assigned area.* The current technological limitations of the CABLE system does not allow for the linking of CABLE data unequivocally to foot beats. CABLE needs to be modified, if possible given the fragile state of the equipment, to allow output for which unit generated the incident report. This modification would allow for viewing incidents handled by beat officers, sector cars and specialty units separately.
- *Continually review CABLE data.* This step will allow the SFPD to keep up with the CABLE output. Data from CABLE needs to be monitored for duplicates and inaccurate records and then mapped to understand crime trends. Until there is an updated Records Management System (RMS) that allows for the linking of CABLE data to beats, the SFPD should continue to routinely evaluate the CABLE data based on beat goals and objectives.
- *Data Integration.* During the course of this study, PSSG encountered issues such as duplicate records, incomplete records and invalid records. The lack of consistency in the datasets contributed to limiting the scope of the comprehensive analysis of the Foot Patrol Pilot Program. PSSG created a process to eliminate the records deemed unusable. The frequency of errors was similar year to year. Integration of records from July 2007 – December 2007 with the “clean” and usable data from January - June 2007 will ensure record compatibility for analysis.
- *Review and update CABLE codes, codebook and align with FBI Part I hierarchy⁷⁴.* During the course of this study, PSSG discovered that there are varying versions of the codebook in use. After running the data, there were 110 codes found that were not in the codebook provided by the SFPD, upon investigation of this, the new version was provided and the data recompiled. Additionally, the hierarchy used at the SFPD for reporting Part I Crimes to the FBI appears to be out of date, it needs to be reviewed using the FBI Handbook.

⁷⁴ Part I offenses are those tracked by the FBI and comprise the Crime Index and include criminal homicide, forcible rape, robbery, aggravated assault, burglary, larceny – theft, motor vehicle theft and arson.

Radio Codes / Beat Identifiers

The SFPD does not adhere to the radio code manual that corresponds to the beat identifiers. The codes in the manual designated as foot beats are often used for other purposes. To streamline record keeping the SFPD should only use codes for the purposes intended. In addition, it would be of benefit to the SFPD to develop codes to separate foot beats from other assignments in a more detailed manner for example, additional codes should be designated for bicycle patrol, fixed posts and special events. Creation and use of more detailed coding would eliminate confusion over the functional assignment of the identifiers.

Maps

Currently, there are no official maps showing the exact locations of each beat. The SFPD would benefit from:

- Determination of exact beat locations.
- Creation of accurate and up to date maps for each beat location.
- Maps should show plots to determine covered and non-covered areas for data analysis purposes.

Reports

Currently, there are no standardized reports for foot patrols. Consistency of reports provides a basis for historical record keeping and facilitates the evaluation of program effectiveness. The SFPD would benefit from:

- Creation of report templates that can be automated and reviewed.
- Creation of standardized reports to provide consistency in reporting.
- Creation of standardized newsletters for each District to capture activity.

In addition to the creation of the reports, a structure must be created to ensure reports are filed and information contained in the reports is followed up on appropriately and shared internally with department members and externally with community stakeholders.

509 Forms

The 509 Form is a multi-page report designed to capture Community Policing issues. PSSG reviewed 467 forms filed during the time period of January 2007 – June 2007. The Districts filed the following number of forms: Central - 29, Southern - 17, Bayview - 59, Mission - 28, Northern - 61, Park - 37, Richmond - 98, Ingleside - 78, Taraval - 21 and Tenderloin - 19. Approximately one half of all forms filed were to document a community meeting held or attended by members of a District. In the remaining forms, quality of life issues, environmental concerns, traffic, pedestrian safety, and referrals to

other city agencies where common. For the most part, the use of the forms is not consistent with the Community Policing problem-solving methodology. The form appears to be used to record meetings or individual actions that are not related to community engagement in problem solving. To align with Community Policing best practices, the department needs to use problem-solving strategies in concert with the community. An example of the use of a 509 not connected to Community Policing is a single incident of Domestic Violence. As cited on the 509 form the incident involved two individuals in a single incident with the solution to the problem being to conduct passing calls. This is not Community Policing.

PSSG conducted a survey of the effectiveness of the 509 form. Less than 25% of survey respondents reported ever using a 509 form. Further, interviews revealed that many Officers believe the forms are cumbersome to use. Respondents that did use the 509 form did not receive feedback on outcomes or see the relevance of the form to their duties. Based on the results of this survey, the SFPD should:

- Evaluate the 509 form and its intended use
- Streamline the form to increase ease of use
- Create a separate form to document meeting attendance
- Create a separate form to document actions not requiring use of the problem solving process
- Capture data in a centralized system to support the planning, problem solving and staffing allocation processes described previously

This process of streamlining reporting in combination with effective training on Community Policing would increase the SFPD's capacity to effectively use problem solving to address community issues.

Technology

Records Management System (RMS)

As outlined in the documentation section above, the SFPD faces several technology challenges that limit its information gathering, documentation and reporting capabilities. The SFPD recognizes CABLE is an outdated records management system that has not kept up with evolving policing requirements.

To address this need, the SFPD hired a technology-consulting firm to assess the needs and requirements for the replacement of this records management system and selected a vendor to install a new Records Management System (RMS) to replace CABLE. Further, they are also reviewing other information technology requirements, such as upgrading its computer system, Internet capabilities and enhancements for data capture from Officers in the field.

As SFPD undergoes this technology evaluation, the SFPD would benefit from:

- Ensuring the consultant's technology evaluation, documentation and recommendations include the needs of foot patrol.

Cameras

Cameras in the City do not appear to be used to their maximum effectiveness. The City would benefit from "smart" camera technology that does not require continual monitoring, but rather sends alerts when out of the ordinary situations occur. This process would allow the SFPD to be informed should police attention be warranted. Foot patrols (and sector cars) would benefit from this system as it would direct them to issues as they are happening at hot spots.

Training

The SFPD basic foot patrol training was created for purposes of the Legislation. The SFPD needs to update the training to align with the needs of the City, best practices and contemporary approaches.

Beat Officers

The SFPD would benefit from training Beat Officers in the following areas:

- Patrol Strategies
- Crime Prevention
- Community Policing
- Public Relations
- Meeting Organization
- Facilitation Skills
- Identifying and Utilizing Community Resources
- Applicable Statutes for Targeted Crimes

Integration of case studies will enhance the training process and better prepare Officers for their role as Beat Officers.

Supervisors

The SFPD would benefit from training the Sergeants and Lieutenants in the following areas:

- Officer Accountability
- Program Planning
- Decision-making
- Leadership / Followership
- Organizational Culture
- Staffing Strategies

- Crime Prevention
- Strategic Planning
- Project Management
- Data Analysis

The training should be orientated less toward lecture and more toward experiential learning. Using this approach, the training will have a more practical application to the attendees. While these topics are not exclusive to foot patrols, they are all needed as strategies to enhance the effectiveness of the SFPD.

The current culture of the SFPD, that presents as an organization that operates as 10 individual departments rather than a single unified entity, is limiting the impact on crime suppression: a comprehensive training program linked to the strategic plan will contribute to an improved SFPD. To achieve success with strategy implementation, the SFPD needs to address the operational and management issues that are present contribute to the hierarchical structure and disconnection between Administration, Districts and Specialty Divisions.

Community Organizing

During the study, PSSG attended several meetings at which members of SFPD were present. Involvement of the SFPD ranged from hosting meetings at the District Stations to attending monthly community group meetings. At one meeting, five members of a District attended a two-hour meeting. They were not on the agenda and did not have an active role at the meeting. While communication with the community is important, there should be a balance between attending meetings and appropriate allocation of resources. The SFPD has tremendous resources and support from the City and the community. To ensure a balance between community involvement and resource allocation, the SFPD would benefit from the following:

Community Meetings

Officer attendance at community and business meetings is important, but needs to be evaluated to ensure the process is not unwieldy. It is evident that neighborhood groups are active in the City. The enthusiasm and power of these groups is an asset to the City and the SFPD and their participation is crucial to the overall plans for the department and specifically foot patrol. However, community groups meet often, therefore the selection process for attending meetings needs to focus on problem solving and specific issues.

Designation of SFPD Meeting Coordinators

To use the resources of the community groups, as well as the SFPD more effectively, the SFPD would benefit from assigning meeting coordinators to coordinate SFPD involvement in the meetings, attend the meetings and provide relevant Beat Officers with minutes of the meetings or notes regarding items of interest discussed when the

Officer was not present. This process will allow Officers to stay up to date on community needs and attend meetings as necessary. SFPD can capitalize on current resources available (SFSAFE, Safety Network, Mayor's Office of Criminal Justice) without additional investment.

Citizen and Business Involvement

Community members and businesses need to be active partners with the SFPD if foot patrols are to be as effective as possible. Training community members and businesses in the areas of crime prevention, environmental issues, neighborhood watch strategies, being effective witnesses and problem solving will assist with crime reduction. Community action in the form of citizen patrols, graffiti eradication, youth programs and trash removal have proven effective in other communities and are viable strategies for the SFPD.

Scientific Pilot

Should the City still desire a pilot program, the following steps are needed:

- *Establishing a foot patrol pilot program to be implemented for one year.* The longer the period of the pilot program, the more relevant the trends become.
- *Supporting the pilot program with methods to capture standardized data.* Through the use of scientific methods to collect and standardize data citywide, the data captured over the pilot period would show if the beats deter crime and affect quality of life issues or are just a feel good program for the community.
- *Construct an experimental and control site.*
Having both a control and experimental site is the only method for comparing changes in crime based on initiatives employed by the SFPD.
- *Implement strict controls and reporting requirements.*

Before engaging in another pilot, PSSG strongly suggests considering the ramifications. The City and community stakeholders are accustomed to seeing foot beats and having them deployed as needs arise. While not a preferred strategy in and of itself, this method is accepted. Conducting a scientific pilot would eliminate beats in some areas and the SFPD would need to commit to not implementing strategies in those areas. This is likely to be resisted by the community. Strengthening the foot beat strategy is a better alternative to a full scientific pilot. However, there were hot spot areas identified in the study that could be set up as pilot sites. An example of this is plot 407 in the Mission District identified as area with high rates of theft. A review of the maps provided to the SFPD would identify areas for potential pilots.

Investigate Funding

The SFPD has not been provided the resources to build a research unit that can provide the level of services needed to develop, implement and evaluate crime prevention and strategic initiatives.

To successfully implement the recommendations, resources need to be placed on the development of a plan and data analysis. The SFPD recognizes the need to engage in these processes, however, the administration has expressed concerns about the ability to perform such activities due to the current lack of staff with the background and technical expertise.

The integration of the planned RMS system is still a few years away, until then the SFPD will be faced with the same issues related to the data as observed in this evaluation. To assist the SFPD with initiatives related to foot patrol strategy development, consideration should be given to provide the SFPD with funds to outsource the technical assistance needed to analyze the CABLE and CAD data, continue with crime mapping and the eventual mapping of beat locations. The SFPD has also expressed the need for assistance with the development of plans. Currently, the SFPD has a very limited research unit and daily job requirements place great demands on the individuals in the unit. Outsourcing the planning activities will allow the SFPD to continue with its current operations while at the same time moving forward with its desire to implement recommendations provided in the report.

The SFPD would benefit from a review of potential federal, state, local and foundation grants to fund elements of the recommendations of this report. Often planning and implementation funds are available and investigating the possibility of such funding would assist the SFPD with supporting the restructuring of the approach foot patrols.

Prioritization of Recommendations

The depth of recommendations may seem like implementation would be an overwhelming task. PSSG recommends the SFPD create the working group, which should then first address the issue of what are the intended purposes of the foot patrols. Once the reasons for the strategy are shaped, then the department can write specific job descriptions and develop the responsibilities of the beat officers. Next, the department should develop the reporting documents for the beats and then develop the training that is appropriate to the new beat philosophy and reporting requirements. The working group should then set the agenda for completing the rest of the requirements. In discussion with the SFPD, the administration has expressed a concern over its ability to carry forth the recommendations due to the lack of appropriate staff. PSSG suggests that the SFPD considering outsourcing or hiring to ensure the implementation of the recommendations.

Summary

While the SFPD did not fully implement a pilot foot patrol program, there is both community and department support for the patrols. The SFPD must engage in planning, program development, technology, training, and community outreach to ensure foot patrol deployment in a strategic fashion.

The process of creating a strategy is one that requires both time and commitment of resources. Following the recommendations will assist the SFPD to successful integration of foot patrols into its crime reduction strategy. While there are numerous recommendations, there are several strategies, which can be developed quickly assuring the SFPD does not lose its momentum with regard to foot patrols.

It is important to note that while the recommendations are directed toward the SFPD, the implementation must be supported by the community and government officials. The process of developing a strategic plan requires resources as does the continual evaluation of the data. The SFPD desires to improve its approach and is realistic about its ability to do so with respect to its current staffing needs. The community would be well served to provided the support needed for the SFPD to move forward and proactively plan and implement foot patrols.

The deployment of foot patrols as a crime reduction strategy is a management challenge for major cities across the U.S. The insights gained from this evaluation, as well as lessons learned from future implementation of foot patrols, would make a significant contribution towards the enhancement of national crime reduction policies. The department should explore the possibility of obtaining a grant from the Department of Justice or a foundation with strategic interests in criminal justice and public policy, to further support the future implementation of foot patrols.

Conclusions

Over the course of six months, PSSG conducted a review of the City's foot patrol Legislation, SFPD's actions in response to the Legislation, SFPD operations with respect to beat strategies, and SFPD documentation, and conducted surveys, interviews and attended meetings with the Steering Committee, SFPD, and the community.

The key program findings observed during this evaluation include:

- SFPD and the community widely accept foot patrol.
- SFPD did not meet all of the requirements of the Legislation.
- SFPD committed significant resources to beat staffing.
- Foot patrol in the City have increased the perception of safety.

The key management findings encountered during the evaluation include:

- The SFPD does not have adequate documentation capabilities to capture, analyze or report on the need for, nor the effectiveness of, foot patrols.
- The SFPD does not have clearly defined goals and objectives, performance measures and accountability measures in place for effective management of foot patrols within the Districts.
- The deployment of foot patrols citywide is a complex undertaking and an exercise in operations management and resource optimization. The SFPD currently does not have this type of citywide administrative capability.

Based on the program and management findings encountered during the evaluation, PSSG focused its recommendations on potential strategies the City and the SFPD would benefit from for future implementation of foot patrols. These recommendations were based on best practices, as well as observations made during the course of the evaluation through interviews, surveys and data analysis.

The implementation of a successful foot patrol program requires an investment by the City and SFPD in planning, program development, technology, training, and community outreach. The SFPD is in favor of implementing changes, however, needs the support to adequately integrate them into current operations. With focused investment in these activities, integration of current foot patrol efforts into a strategy that addresses joint objectives of the Mayor's Office, BOS, Police Commission, SFPD and the community is possible.

Attachment A City and County of San Francisco

This section provides historical, demographic and community based information about the City.

About the City and County of San Francisco

The City and County of San Francisco (the City) incorporated on April 15th, 1850, is a legal subdivision of the State of California. The City is the fourth largest city in the state of California and geographically the smallest county in California. Occupying just 47 square miles, the City is located on a peninsula bounded by the Pacific Ocean to the west, San Francisco Bay on the east, the entrance to the Bay and the Golden Gate Bridge to the north and San Mateo County to the south. The City is very compact, and its density creates a rich variety of experiences and encounters on every street.

The City is the only consolidated city and county in the State, exercising the governmental powers of both a city and a county under California law. The City's governance structure, codified in the City Charter of 1996, is similar in form to the federal government. The Mayor's Office comprises the executive branch of local government. The Board of Supervisors acts as the legislative branch and the Superior Court is the judicial arm of local government.

The United States Census Bureau reported a 2000 population of 776,733. San Francisco is a racially and ethnically diverse city, with minority groups combining to represent approximately 57% of the population with no single majority group. Among persons aged five and older, 46% speak a language other than English.

San Francisco is a city of neighborhoods, comprised of more than 40, each with its own unique character and appeal. Neighborhoods host festivals, fairs and other events throughout the year. The neighborhoods through their associations and groups play an integral part in governmental affairs. The City is cosmopolitan and affable, easily traversed by foot or by bus, and offers an intriguing balance of urban architecture.

The City is the economic and cultural hub of the nine counties contiguous to the Bay (Bay Area): Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma Counties. The economy of the Bay Area includes a wide range of industries that supply local needs as well as the needs of national and international markets. In San Francisco, the top growth industries are business and professional services, hospitality, digital media, and health.

City of San Francisco Quick Facts

- Incorporated in 1850
- 47 Square Miles
- 776,733 Residents
- Over 40 Unique Neighborhoods
- 60,000 Businesses
- 15.7 Million Visitors
- 2 Professional Sports Teams

There are more than 60,000 businesses located within the City. Ninety-five percent of all businesses in San Francisco have 50 employees or less. In total, one out of every four jobs in the Bay Area is in San Francisco. The City has a resident workforce of 433,000 and an additional 590,500 workers commute into the City each day, bringing the City's total daily workforce to more than one million.

The San Francisco International Airport (SFO) is located 15 miles south of the City and County in the unincorporated County of San Mateo. The SFO is one of the 30 busiest airports in the world.

According to The City's Convention and Visitor's Bureau 15.7 million people visited San Francisco in 2005 and spent approximately \$7.37 billion. In addition to the cultural and historic attractions, the City is home to two professional sports teams. The San Francisco Giants play at AT&T Park and the San Francisco 49ers play at Monster Park. The San Francisco sports teams draw large crowds of both residents and visitors.

Attachment B Foot Patrols Legislation Process Overview**Legislation Timeline**

The BOS first introduced Foot Patrol Pilot Program Legislation on May 23, 2006, that finally passed and was authorized on January 9, 2007. The following is a summary timeline of the Legislation as posted on SFGOV online services.⁷⁵

Introduced May 23, 2006

Ordinance 060700 (Police Foot Patrols)

Ordinance adopting Section 10A.1 of the San Francisco Administrative Code to establish a one-year pilot program requiring foot patrols in crime-impacted areas within the boundaries of Northern and Park Police District Stations, and require reporting and review on the effectiveness of the foot patrols. Supervisor Mirkarimi presented. ASSIGNED UNDER 30 DAY RULE to City Operations and Neighborhood Services Committee, from Supervisor Mirkarimi.

September 12, 2006

Ordinance 060700 (Police Foot Patrols)

Memorandum from Supervisor Chris Daly to Members of the San Francisco Board of Supervisors requesting the board to Extend Police Foot Patrol Legislation (File # 060700) to the Tenderloin Neighborhood

September 19, 2006

Ordinance 060700 (Police Foot Patrols)

Board of Supervisors amended Legislation, Amendment of the Whole Bearing a New Title and re-referred the Legislation to the Select Committee on Ending Gun and Gang Violence 5/4 vote.

October 17, 2006

Ordinance 060700 (Police Foot Patrols)

Legislation passed on first vote 8/3.

Ordinance 060700 (Police Foot Patrols)

REFERRED to Select Committee on Ending Gun and Gang Violence. Referred as amended. 11/0 vote

Ordinance 061453 (Police Foot Patrols)

Introduced to add language to include the addition of Central and Richmond District Police Stations to the foot patrol Legislation. Referred to committee 6/5 vote

⁷⁵ For more information on the Legislation visit www.sfgov.org under the Municipal Code.

October 24, 2006

Ordinance 060700 (Police Foot Patrols)
Legislation Passed 10/1 vote.

November 3, 2006

Ordinance 060700 (Police Foot Patrols)
Mayor vetoed Legislation.

November 14, 2006

Ordinance 060700 (Police Foot Patrols)
Board of Supervisors overrode the Mayor's veto by the required 2/3 vote.
9/2 vote

November 21, 2006

Ordinance 061453 (Police Foot Patrols)
Passed on first reading. 7/2

December 5, 2006

Ordinance 061453 (Police Foot Patrols)
Finally passed. 7/3

December 15, 2006

Ordinance 061453 (Police Foot Patrols)
Mayor vetoed Legislation

January 9, 2007

Ordinance 061453 (Police Foot Patrols)
Board of Supervisors, Motion to override veto passed 8/3.

Attachment C SFPD Direct General Order**SAN FRANCISCO POLICE DEPARTMENT *reformatted to fit in report**

FIELD OPERATIONS BUREAU GENERAL ORDER

ORDER NO. 06-02

December 22, 2006

Dedicated Foot Patrol Assignment**Policy:**

Foot patrol is one of the primary tenets of Community Policing, due to accessibility to uniformed officers and the potential for interaction between members of the community and police officers. These interactions often lead to the sharing of valuable information such as crime reports, suspicious activity, crime prevention information, and resource referral as well as the establishment of relationships based on faith and trust in law enforcement. The visibility and accessibility of foot patrol officers is of great value to assuring community members of the presence of police officers in their neighborhoods.

The regular staffing of foot patrols at the district stations is a part of the Department's commitment to Community Policing. Foot patrols have traditionally allowed for direct contact with a neighborhood's residents and have been demonstrated to help lessen crime and disorder in the community through increased police visibility and greater public confidence. The regular deployment of foot beat Officers gives assurance to the residents of an area and helps reduce residents' fear of crime in their neighborhood.

The Department is committed to providing consistent foot patrols in all districts of San Francisco whenever resources allow for their allocation. Further, the Department will take those steps necessary to ensure that sworn members, particularly those performing uniformed patrol duties, receive training in the most effective methods of patrolling foot beats, through Academy training for recruits and advanced officers, as well as by incorporating foot patrols into the Field Training Program.

Procedure:

Commanding officers shall staff two-foot patrol beats, each on a different watch, seven days a week, with the same officer(s) assigned to the beat each day. The officer(s) shall be assigned to opposite watch off groups to provide full time coverage.

In the event that a foot beat officers is permanently reassigned from the foot beat to another position, the Commanding Officer shall notify the Field Operations Bureau with the name of the new member assigned to the foot beat.

Commanding officers shall report on the Captain's Morning Report, the shift the beat officer(s) worked, the beat assignment and the names of the officer(s) assigned that date. The foot patrol officer(s) shall submit to their platoon commander at the end of each watch, a copy of their CAD for that shift.

Information related to calls for service, enforcement activities, arrests, citations, community meetings attended, and hours detailed shall be retrieved from the CAD reports, Emergency Communications & Dispatch Center records, and other sources to identify services provided, crime information, citizen contacts, and enforcement actions related to each dedicated foot beat. Commanding officers will work in conjunction with crime analysts to compile all data related to designated areas of foot patrol for presentation at COMPSTAT sessions.

Commanding officers will share with community member's pertinent information regarding foot beats within the district; e.g. location of beats and hours staffed. These discussions may take place at, but not be limited to, district station monthly meetings, merchant association meetings, neighborhood/ block watch meetings and other community group meetings, and by publication in weekly newsletters. *(A Community Meeting and Issues tracking form shall be completed-SFPD 509)*

Commanding officers shall make every reasonable effort to ensure that foot beats are staffed in their districts, on day and evening watches, in accordance with demonstrated needs and availability of personnel. Commanding Officers shall select the area to be covered by foot patrol officers, consistent with their assessment of the most critical and immediate need for a physical police presence, on a given beat, to address crimes and prevent criminal activity.

The following factors should be considered whenever assignments are made to foot patrol beat:

- Officer safety
- Availability of personnel
- Community issues / concerns
- Incidence of crime
- Impact on response times
- Presence of schools, recreation centers and commercial/retail establishments and services.
- Areas of high population density
- Areas of high pedestrian travel
- Public transit vehicle stops, routes, and stations; e.g. Muni, BART
- Data from Crime MAPS
- Police incident reports
- Calls for service, and
- The community policing goals of the Department.

Duties of Officers and Supervisory Personnel:

Officer(s) assigned to foot patrol beats shall:

- Make every effort to be known in the community through constant interaction with residents. In particular, officers on foot patrol should establish a consistent presence

at schools, community centers, senior centers, homeless shelters, churches, synagogues, and other places of worship, housing authority developments, after school program locations, and other locations where seniors, children and youth gather.

- Identify and address crime and nuisance problems that impact the quality of life and the level of fear of neighborhood residents. Foot patrol officers should work with neighborhood residents and City agencies to identify and eliminate any structural, physical, or other features that may hide or encourage criminal activity. (e.g. *notifying DPW for garbage clean up or DPT for sign replacement*).
- Foster collaboration and open communication between police officers and community members, including neighborhood groups, merchants, faith-based groups, schools, and neighborhood leaders.
- Encourage residents' involvement in activities that contribute to crime prevention, including neighborhood watch activities, neighborhood clean-up and beautification, and crime prevention educational programs. Distribute literature regarding crime prevention and safety.
- Handle calls for service, visit commercial establishments, schools and recreation centers on the beat to check on the well-being of persons at those locations.
- Obtain updated responsible party information from commercial establishments for the district station files.
- Provide crime information bulletins as appropriate and conduct follow-up contacts with recent victims of crime.
- Remain visible and accessible to citizens who may wish to make contact with officers.

Interact with the homeless, provide a Homeless Resource Sheet (SFPD 507) and utilize the Operation Outreach officers as a resource in dealing with homeless issues.

Commanding Officers, Platoon Commanders, and District Supervisors shall:

- Work with foot patrol officers to develop policing priorities and strategies – including prevention, intervention, education and enforcement – that are specific to the neighborhood and the needs of the residents, and
- Assist in the recruitment, orientation, training and evaluation of officers assigned to foot patrols.

In addition to assigned foot beats for an entire tour of duty, Commanding Officers shall direct officers assigned to radio car sectors under their command to conduct foot patrol (10-8 F) on at least two occasions per tour of duty. The foot patrol should take place at those locations directed by supervisors, where police presence is necessary due to the occurrence of events, crime, or community outreach needs. Officers shall walk the affected area for a period of time to provide a visible police presence in the area. Supervisors shall monitor the status of all motorized patrol officers and review CAD reports to assure compliance.

Commanding Officers shall continuously monitor staffing levels to ensure deployment and assignment of personnel is based upon the needs of the district, i.e. officer safety, criminal activity, special events, and optimum response to calls for service.

In determining the assignment of personnel to police the district, Commanding Officers shall identify areas where the presence of an officer on foot will:

1. Contribute to the prevention / resolution of crime, gang activity, or social unrest and
2. Provide community outreach to further community policing efforts, which will foster mutual respect, trust and confidence and enhance the ability to address crime issues.

Legislative Requirement For Commanding Officers:

The Captains of Northern and Park Stations shall consult with each other and with the Captains of the Richmond and Taraval Station at least once per week, or more frequently as needed, regarding crime and crime trends within the areas covered by their respective stations. The Captains of Northern and Park Stations shall take information gained from these consultations into account, and shall coordinate with each other. In determining which beats, during which watches off to staff.

The Department shall compile data regarding all reported crime within the foot beats by type, during the one-year period of this pilot program.

The Captains of Park and Northern Stations shall report the data on the incidences of crime and the staffing of foot beats at each monthly community meeting held in the District Station. On July 1, 2007, the Department will be submitting to the Board of Supervisors, the Police Commission and the Mayor's Office of Criminal Justice, a comprehensive report analyzing the effectiveness of the pilot program in reducing crime within the areas described by the foot beats in San Francisco Administrative Code Section 10A.1(A) .

By Order of:
David A. Shinn
Deputy Chief
Field Operations Bureau

Attachment D SFPD 509 Form

The 509 Form appears on the following pages and has been reformatted to fit into the report.



"DO NOT MODIFY THIS FORM"

S.F. POLICE DEPARTMENT COMMUNITY MEETING AND ISSUE TRACKING FORM



Check one: ☐ Citizen Contact ☐ Business ☐ Community Group
(complete box (a) & (b) only if at a business or community meeting)

Date: _____ Time: _____ hrs.

Name of Business or Community Group & Facilitator: (a)	Address of business or group: (b)	District Station:	Number of Attendees:
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Information of citizen or contact person.

Name:	Address:	Phone #	E-Mail address:
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All issues: (Make sure locations and times are listed in this area).

Is SFPD Assistance needed?

1)	<input type="checkbox"/> YES <input type="checkbox"/> NO
2)	<input type="checkbox"/> YES <input type="checkbox"/> NO
3)	<input type="checkbox"/> YES <input type="checkbox"/> NO

Name(s) of Representatives Attending Meeting:

SFPD / Mayor's Office of Neighborhood Services (MONS)

Community Partnership for Safer Neighborhoods (CPSN)

Community Representative

1)	4)	1)	4)
2)	5)	2)	5)
3)	6)	3)	6)

City Agencies Attending Meeting

<input type="checkbox"/> Adult Probation Name: _____	<input type="checkbox"/> Dept of Public Health Name: _____	<input type="checkbox"/> Mayor's Office Name: _____
<input type="checkbox"/> Animal Control Name: _____	<input type="checkbox"/> Dept. of Public Works Name: _____	<input type="checkbox"/> Muni Railway / MTA Name: _____
<input type="checkbox"/> Board of Supervisors Name: _____	<input type="checkbox"/> District Attorney Name: _____	<input type="checkbox"/> MOCJ ** Name: _____
<input type="checkbox"/> City Attorney Name: _____	<input type="checkbox"/> Fire Department Name: _____	<input type="checkbox"/> Port Commission Name: _____
<input type="checkbox"/> Dept. of Building Inspection Name: _____	<input type="checkbox"/> Juvenile Probation Name: _____	<input type="checkbox"/> Redevelopment Name: _____
<input type="checkbox"/> Dept. of Parking & Traffic Name: _____	<input type="checkbox"/> Housing Authority Name: _____	<input type="checkbox"/> School District Name: _____
<input type="checkbox"/> Other: _____		

** MOCJ = Mayor's Office of Criminal Justice

Officer Completing This Form: _____

Date: _____

Community Policing Lieutenant Review: _____

Date: _____

Instructions for District Stations: PD Tracking #1-021

This form is for documenting police and non police related issues. Once this form is completed by the officer, submit to PC and PC to forward to Community Policing Coordinator @ FOB via e-mail or floppy disk, (**Do not fax or send paper copy**). This is a tracking form only. It is the sole responsibility of the district station to resolve any police related issues in their district. Non police related issues will be referred to the appropriate agency.

4)	<input type="checkbox"/> YES	<input type="checkbox"/> NO
5)	<input type="checkbox"/> YES	<input type="checkbox"/> NO
6)	<input type="checkbox"/> YES	<input type="checkbox"/> NO
7)	<input type="checkbox"/> YES	<input type="checkbox"/> NO
8)	<input type="checkbox"/> YES	<input type="checkbox"/> NO
9)	<input type="checkbox"/> YES	<input type="checkbox"/> NO
10)	<input type="checkbox"/> YES	<input type="checkbox"/> NO
11)	<input type="checkbox"/> YES	<input type="checkbox"/> NO
12)	<input type="checkbox"/> YES	<input type="checkbox"/> NO

SFPD 43(rev.06/06)

San Francisco Police Department
SARA Problem Solving Worksheet
Community Policing

Assigned to:

Car/Beat# _____

Officers: _____

Sergeant: _____

Problem Information Contact Information

Location: _____

Date/Time of Problem: _____

Scan - describe problem: _____

Name: _____

Address: _____

Company/Department: _____

Phone #: Day _____ Night _____

Received by: _____

Date Received: _____

Mail ☐Person ☐Phone ☐

Resolution Plan

Analyze: Why does this problem exist ? _____
_____**R**esponse: How do you propose to solve the problem? _____

Estimated Completion time. _____

Assessment: What worked and what didn't? Describe results.
_____**Contact follow up made:** YES ☐ NO ☐ **By whom:** _____Additional response needed? What?

Allied Agencies Utilized or Referrals Made

Agency Contact Person

E-Mail

Phone #

Review Dates

Date

Date

Date

Date

Sgt.

Sgt.

Sgt.

Sgt.

Completion Certification

Capt.

Lt

Sgt.

Officer

Chronological Report*(Mandatory to include Star # for every entry)*

Star #	Date	Time	Activity

Attachment E SFPD Exception Report

The Exception Report appears on the next page.

Memorandum

San Francisco Police Department



To: Commander Stephen Tacchini
Field Operations Bureau

APPROVED YES NO

From:

_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>
_____	<input type="checkbox"/>	<input type="checkbox"/>

Date:

Subject: Foot Beat Not Assigned

On _____ **from** _____ **to** _____ **hours, foot beat (call sign)** _____ **, was not assigned or was reassigned due to the reason below:**

- ☐ Assigned to a radio car sector due to:
 - a. ☐ A Staffing Shortage.
 - b. ☐ Sector Car on a Prolonged Assignment
- ☐ Assigned to a planned event (e.g. Demonstration, Parade, Foot Race, Street Fair, March etc).
- ☐ Assigned to an unplanned event (e.g. critical incident, large fire, hazardous material incident, etc.)
- ☐ Detailed to Court (i.e. superior Court, Juvenile Court, Traffic Court, etc.)
- ☐ Another Assignment: (explain):

During periods when the regular beat is off utilizing VA, OU, SP, PE, FH, EH or at training, a replacement officer shall be assigned to the beat.

Attachment F Community Meetings and Public Hearings

Community Meetings				
Meeting Name	Address	Date	Time	Police District
Mission Community Council Task Force	1885 Mission St. (Walden House)	9/11/2007	10:00am	Mission
Alliance for a Better District 6	301 Eddy St (Tenderloin Police Station)	9/11/2007	6:00pm	Tenderloin
East Mission Improvement Association	1002 Potrero Ave. Rm 2A 6 (San Francisco General Hospital)	9/11/2007	7:30pm	Mission
SF5 Together	1125 Fillmore St. (Northern Police Station)	9/12/2007	7:30pm	Northern
Central City SRO Collaborative	259 Hyde St.	9/13/2007	11:00am	Tenderloin
Northern District Community Forum	1125 Fillmore St. (Northern Police Station)	9/13/2007	6:00pm	Northern
Community Meeting - Alice Griffith	2525 Griffith St. (Alice Griffith)	9/15/2007	11:00am	Bayview
Community Meeting - Hunter's Point	1030 Oakdale Ave.	9/15/2007	12:30pm	Bayview
Community Meeting - Diamond Heights and Glen Park	101 Goldmine Drive (St. Aidan Church)	9/15/2007	4:00pm	Ingleside
Visitation Valley Violence Prevention Collaborative Meeting	450 Raymond Ave., Rm 101	9/18/2007	12:00pm	Ingleside
Chinatown Community Development Center Meeting	1525 Grant Ave.	9/18/2007	12:00pm	Central
CCDC Tenant Meeting	1590 Broadway St. (Chinatown Community Development Center Cafeteria Basement)	9/18/2007	12:00pm	Northern
Park District Community Meeting	1899 Waller St. (Park Police Station)	9/18/2007	6:00pm	Park
Taraval District Community Forum	2345 - 24th Ave. (Taraval Police Station)	9/18/2007	7:00pm	Taraval
Richmond District Community Forum	461 - 6th Ave. (Richmond Police Station)	9/18/2007	7:00pm	Richmond
Market Street Merchants	835 Market St.	9/19/2007	9:00am	Tenderloin/Southern
Mission Merchant Association	260 Capp St.	9/19/2007	12:00pm	Mission
OMI Community Meeting	446 Randolph (I.T. Bookman Community Center)	9/19/2007	7:00pm	Taraval
Mission Education Project Meeting	3049 24th St (Mission Education Project Building)	9/19/2007	7:30pm	Mission
Haight Ashbury Service Association	1833 Page St. (Park Branch Library)	9/20/2007	12:00pm	Park

Community Meetings				
Central District Community Forum	660 Lombard (Telegraph Hill Neighborhood Center - Tel Hi)	9/20/2007	6:00pm	Central
Western Addition Community Advisory Committee	762 Fulton (African American Arts and Cultural Complex)	9/20/2007	6:00pm	Northern
Southern Community Meeting	270 6th St. (Gene Friend Recreation Center)	9/20/2007	6:30pm	Southern
North of Panhandle	1801 McAllister (Café Neon)	9/20/2007	7:00pm	Park
Chinatown Community Meeting	1199 Mason (Chinese Recreation Center, upstairs)	9/22/2007	10:00am	Central
Richmond Area Multi-Services, Inc.	3654 Balboa St. (Richmond Area Multi-Services, Inc.)	9/22/2007	10:00am	Richmond
Sunset Neighborhood Beacon Center	3925 Noriega St. (Sunset Neighborhood Beacon Center)	9/22/2007	1:00pm	Taraval
Chinatown Community Development Center Tenant Meeting	950 Clay St. (Gordon Lau Elementary School)	9/23/2007	2:00pm	Central
Public Hearings				
Meeting Name	Address	Date	Time	Police District
Youth Commission	City Hall, Rm 416; 1 Dr. Carlton B. Goodlett Place	9/17/2007	5:30pm	Northern
Police Commission	City Hall, Rm 400; 1 Dr. Carlton B. Goodlett Place	9/19/2007	6:00pm	Northern
Board of Supervisors, Public Safety Committee	City Hall, Rm 263; 1 Dr. Carlton B. Goodlett Place	9/24/2007	10:00am	Northern
Survey Distribution*				
Meeting Name	Address	Date	Time	Police District
Haight Ashbury Neighborhood Council	965 Mission St. #705	9/13/2007	7:30pm	Southern
Middle Polk Neighborhood Association	1800 Polk St. (It's a Grind Coffeeshop)	9/17/2007	7:00pm	Northern
Chinatown Autumn Moon Festival	-	9/22/2007	-	-
Excelsior Festival - 5th Annual	-	9/23/2007	-	-

* Meetings and events listed under Survey Distribution include locations where only surveys were distributed. In most of the Community Meetings and Public Hearings, the project researchers distributed surveys and held a question and answer session for attendees

Attachment G District Staffing – CAD – CABLE Data

The first set of data tables reflects staffing levels in the Districts. While there were over 130 beat identifiers uncovered during the evaluation, only those presented by FOB or the District Captains as a priority or those reaching the 75% of staffing are included in the tables. The beats illustrated in the staffing tables have corresponding tables for the CAD Data.

Following the staffing tables are table break downs of CAD and CABLE incidents for each District. The CAD data listed is according to Beat Identifiers specific to a beat. Any increases/decreases should not be viewed as changes in crime, but rather changes in the number of calls handled by Officers assigned. The data for CABLE is not broken down to the beat level as there is not a way to track a linkage specifically to a beat.

CAD data represents calls made by the public to the SFPD and calls made by SFPD Officers to dispatch providing information about their location and activity. The numbers listed in the tables show the total number of calls linked to a specific beat identifier.

CABLE data depicts the incidents recorded as the result of calls for service or activity initiated by individual officers. The CABLE data is not recorded in such a way that allows Beat Officer, Sector Car Officer or Specialty Officer activity to be distinguished from one another. The tables show the aggregated top twenty incidents from January 1 2002 – June 30, 2007. They are listed in alphabetical order as rank ordering changed by year.

Central District

3A40A Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	980			1,070			2,050		
2003	934	-46	-4.69%	1,019	-51	-4.81%	1,953	-97	-4.76%
2004	922	-12	-1.28%	1,012	-7	-0.64%	1,934	-19	-0.95%
2005	1,007	85	9.22%	955	-57	-5.63%	1,962	28	1.45%
2006	913	-94	-9.33%	948	-7	-0.73%	1,861	-101	-5.15%
2007	919	6	0.66%						

3A40A CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	8	8	9	2	5	2	34	8	2	2	8	7	1	28	62
2003	3	3	1	4	3	0	14	0	4	4	2	5	7	22	36
2004	8	2	8	10	23	23	74	9	8	10	11	22	6	66	140
2005	7	12	22	29	16	21	107	13	10	21	11	12	13	80	187
2006	14	13	24	16	16	15	98	17	18	35	25	27	26	148	246
2007	26	28	21	25	29	28	157							0	157

3A40B Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,116			1,387			2,503		
2003	982	-134	-12.01%	906	-481	-34.68%	1,888	-615	-24.57%
2004	1,481	499	50.81%	1,361	455	50.22%	2,842	954	50.53%
2005	919	-562	-37.95%	959	-402	-29.54%	1,878	-964	-33.92%
2006	1,010	91	9.85%	1,131	172	17.88%	2,140	262	13.95%
2007	1,068	59	5.79%						

3A40B CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	45	29	70	24	59	38	265	34	39	42	36	42	20	213	478
2003	39	109	109	74	94	56	481	51	52	74	80	112	99	468	949
2004	175	154	122	84	115	108	758	123	126	97	94	63	74	577	1,335
2005	91	52	17	46	64	48	318	51	53	47	52	64	50	317	635
2006	52	57	59	39	58	66	331	45	53	34	62	77	89	360	691
2007	72	51	55	36	23	31	268							0	268

3A42D Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	0			20			20		
2003	1,660	1,660		1,593	1,573	7863.17%	3,253	3,233	16163.17%
2004	1,277	-383	-23.09%	1,215	-378	-23.73%	2,491	-761	-23.40%
2005	855	-422	-33.03%	438	-777	-63.94%	1,293	-1,198	-48.10%
2006	648	-207	-24.26%	1,103	665	151.83%	1,751	458	35.39%
2007	1,120	472	72.87%						

3A42D CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	0	0	0	1	1	0	0	0	1	0	0	1	2
2003	0	0	130	210	223	148	711	170	155	153	170	112	115	875	1,586
2004	100	84	118	80	108	95	585	106	110	88	105	112	70	591	1,176
2005	67	99	140	97	66	23	492	32	18	26	44	60	86	266	758
2006	84	47	50	55	46	51	333	84	96	28	163	81	52	504	837
2007	61	46	66	44	31	52	300							0	300

3A44A Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,314			919			2,232		
2003	822	-492	-37.42%	740	-179	-19.43%	1,562	-670	-30.02%
2004	842	20	2.43%	818	78	10.54%	1,660	98	6.27%
2005	888	46	5.40%	530	-288	-35.21%	1,418	-243	-14.61%
2006	628	-260	-29.24%	705	175	32.92%	1,333	-85	-6.00%
2007	756	128	20.38%						

3A44A CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	33	23	14	14	3	25	112	9	14	10	10	16	13	72	184
2003	14	56	51	48	54	51	274	25	67	67	40	41	34	274	548
2004	61	57	48	61	37	41	305	63	32	58	55	53	44	305	610
2005	60	60	58	71	55	45	349	51	26	36	56	16	13	198	547
2006	5	35	50	51	35	68	244	79	41	36	67	18	49	290	534
2007	60	44	45	48	28	23	248							0	248

3A44B Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
02	716			753			1,469		
2003	636	-80	-11.17%	440	-313	-41.57%	1,076	-393	-26.75%
2004	785	149	23.43%	757	317	72.05%	1,542	466	43.31%
2005	741	-44	-5.61%	540	-217	-28.67%	1,281	-261	-16.93%
2006	674	-67	-9.04%	655	115	21.30%	1,329	48	3.75%
2007	823	149	22.03%						

3A44B CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	21	10	32	25	6	20	114	20	15	3	24	26	21	109	223
2003	25	81	63	44	45	23	281	0	0	13	76	39	76	204	485
2004	77	79	79	33	69	85	422	89	69	52	65	64	76	415	837
2005	57	112	52	83	72	42	418	28	41	50	55	44	57	275	693
2006	116	126	109	66	84	59	560	59	100	56	67	81	59	422	982
2007	102	88	69	55	63	63	440							0	440

3A46A Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	784			846			1,630		
2003	683	-101	-12.88%	795	-51	-6.03%	1,478	-152	-9.33%
2004	576	-107	-15.67%	430	-365	-45.91%	1,006	-472	-31.94%
2005	448	-128	-22.22%	537	107	24.88%	985	-21	-2.09%
2006	656	208	46.43%	697	160	29.80%	1,353	368	37.36%
2007	683	27	4.12%						

3A46A CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	75	85	100	50	55	32	397	64	41	43	37	69	42	296	693
2003	24	76	109	51	68	121	449	92	144	113	96	64	105	614	1,063
2004	132	105	89	94	17	0	437	4	0	27	30	28	41	130	567
2005	51	31	96	62	78	63	381	41	60	39	54	62	40	296	677
2006	17	29	35	35	30	57	203	12	45	45	24	51	85	262	465
2007	67	68	58	74	12	21	300							0	300

3A46B Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	10			10			20		
2003	10			0			10	-10	-50.00%
2004	0	-10	-100.00%	101			101	91	910.00%
2005	406	406		659	558	552.48%	1,065	964	954.46%
2006	269	-137	-33.74%	676	17	2.58%	945	-120	-11.27%
2007	831	562	208.92%						

3A46B CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	17	24	41	13	20	7	122	18	25	20	19	15	15	112	234
2003	25	92	54	51	60	114	396	73	79	62	60	74	70	418	814
2004	33	64	65	43	73	94	372	64	82	34	109	53	39	381	753
2005	44	91	43	135	100	102	515	70	97	119	101	76	137	600	1,115
2006	112	0	0	6	34	53	205	81	109	91	58	172	87	598	803
2007	146	64	115	141	127	113	706							0	706

3A52 Beat Staffing									
Year	Jan-Jun Total	Hour Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	0			78			78		
2004	0			4	-74	-94.87%	4	-74	-94.87%
2006	0			167	163	4075.00%	167	163	4075.00%
2007	889	889							

3A52 CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	2	0	0	0	2	1	0	0	1	0	0	2	4
2003	1	0	0	0	0	1	2	0	0	1	1	0	0	2	4
2004	0	0	0	0	0	0	0	0	0	0	0	0	18	18	18
2005	0	0	0	0	0	0	0	0	0	0	0	0	1	1	1
2006	0	0	0	0	0	0	0	0	0	0	0	0	2	2	2
2007	4	2	3	2	7	2	20							0	20

Central Total Hours Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	4,920			5,082			10,002		
2003	5,727	808	16.41%	5,492	410	8.06%	11,219	1,217	12.17%
2004	5,883	156	2.72%	5,698	206	3.74%	11,580	361	3.22%
2005	5,264	-619	-10.52%	4,618	-1,080	-18.95%	9,882	-1,699	-14.67%
2006	4,797	-466	-8.86%	6,081	1,463	31.68%	10,878	997	10.09%
2007	7,088	2,291	47.76%						

Central Total CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	178	169	236	103	142	105	933	134	121	117	112	149	91	724	1,657
2003	106	336	454	438	502	491	2,327	411	501	474	449	408	430	2,673	5,000
2004	509	466	450	372	373	361	2,531	369	358	314	404	331	292	2,068	4,599
2005	320	345	376	440	379	302	2,162	258	264	288	318	290	340	1,758	3,920
2006	284	181	218	202	219	310	1,414	318	362	269	399	426	390	2,164	3,578
2007	436	303	363	370	257	270	1,999							0	1,999

Central – On View Totals												
Year	3A40A	3A40B	3A42D	3A44A	3A44B	3A46A	3A46B	3A52	3B40A	TOTAL	% Change	
2006-Non-On View	6	83	29	22	56	106	38	0	66	406		
2006-On View	92	248	304	222	504	97	167	0	812	2,446		
2006 Total	98	331	333	244	560	203	205	0	878	2,852		
2007-Non On View	16	84	67	28	37	91	59	1	68	451	0.110837	
2007-On View	141	184	233	220	403	209	647	19	830	2,886	0.179886	
2007 Total	157	268	300	248	440	300	706	20	898	3,337	0.170056	

CABLE DATA Central District Year by Year Analysis 2002-2007						
Incident	Year - Number of Incidents					
	2002	2003	2004	2005	2006	2007
Battery	496	445	473	483	467	238
Driving, License Suspended or Revoked	160	164	186	165	198	123
Driving, No License Issued	172	168	139	134	146	63
Forgery, Checks, Felony	150	74	85	70	50	27
Found Property	201	143	200	178	162	73
Lost Property	796	798	869	921	868	430
Malicious Mischief, Vandalism to Property	242	161	145	174	228	130
Malicious Mischief, Vandalism to Vehicle	256	226	229	220	221	113
Mental Health Detention	189	221	214	224	244	111
Suspicious Occurrence	301	342	323	285	278	143
Terrorist Threats	225	200	163	188	137	70
Theft, From Building, >\$400	387	325	309	319	327	149
Theft, From Locked Vehicle, \$200-\$400	155	147	139	125	130	83
Theft, From Locked Vehicle, >\$400	795	742	672	1,025	1,360	690
Theft, Other Property, >\$400	181	170	129	301	279	164
Theft, Pickpocket, \$50-\$200	154	154	120	120	102	47
Trespassing	158	142	139	139	127	49
Vehicle, Stolen, Auto	566	531	711	758	568	281
Warrant Arrest, Enroute To Outside Jurisdiction	151	135	123	112	114	59
Warrant Arrest, Local SF Warrant	239	228	209	166	118	76

Southern District

3B40A Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,367			1,609			2,976		
2003	1,543	176	12.87%	1,861	253	15.70%	3,404	429	14.40%
2004	1,584	41	2.66%	1,335	-526	-28.26%	2,919	-485	-14.25%
2005	1,620	36	2.24%	1,725	390	29.18%	3,344	425	14.56%
2006	1,793	174	10.71%	1,808	83	4.81%	3,601	257	7.67%
2007	1,713	-80	-4.46%						

3B40A CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	29	32	100	80	66	61	368	62	72	75	47	55	52	363	731
2003	57	109	121	94	101	114	596	91	106	151	127	51	122	648	1,244
2004	107	98	122	107	71	102	607	144	46	152	139	81	52	614	1,221
2005	124	94	123	143	171	165	820	145	152	119	154	122	123	815	1,635
2006	143	143	138	156	167	131	878	153	136	91	147	142	133	802	1,680
2007	133	134	150	156	159	166	898							0	898

3B40C Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2003	0			50			50		
2004	50			54	4	7.00%	104	54	107.00%
2005	388	338	675.93%	91	38	70.09%	479	375	362.77%
2006	42	-346	-89.30%	1,210	1,119	1229.67%	1,252	773	161.29%
2007	1,948	1,907	4593.98%						

3B40C CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2003	0	0	0	0	0	0	0	0	0	0	0	24	0	24	24
2004	14	10	0	0	0	0	24	0	0	7	1	5	14	27	51
2005	14	17	124	72	0	0	227	1	0	0	8	0	18	27	254
2006	9	6	4	1	0	0	20	0	0	5	80	120	87	292	312
2007	67	83	111	114	101	86	562							0	562

3B40D Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2005	284			871			1,155		
2006	779	495	174.30%	833	-38	-4.36%	1,612	457	39.57%
2007	1,034	255	32.73%						

3B40D CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	49	0	19	63	93	224	32	85	51	46	47	31	292	516
2006	57	20	53	31	46	46	253	58	51	32	27	79	68	315	568
2007	75	72	81	89	91	82	490							0	490

3B42A Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	177			10			187		
2003	17	-160	-90.40%	0	-10	-100.00%	17	-170	-90.91%
2004	0	-17	-100.00%	20	20		20	3	17.65%
2005	1,313	1,313		1,902	1,882	9410.00%	3,215	3,195	15972.50%
2006	509	-804	-61.26%	23	-1,879	-98.79%	532	-2,683	-83.47%
2007	127	-382	-75.12%						

3B42A CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	1	8	0	12	0	21	0	1	1	0	0	0	2	23
2003	0	0	0	0	1	9	10	0	0	0	0	0	1	1	11
2004	0	0	0	0	0	0	0	0	2	0	0	0	1	3	3
2005	1	0	22	214	280	252	769	142	184	141	148	176	280	1,071	1,840
2006	230	22	0	10	2	15	279	0	3	0	0	2	0	5	284
2007	9	14	3	0	9	12	47							0	47

3B43D Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	196	196		884	884		1,080	1,080	
2003	235	39	19.64%	30	-854	-96.60%	265	-815	-75.50%
2004	145	-90	-38.17%	258	228	760.00%	403	139	52.36%
2005	591	446	307.59%	20	-238	-92.25%	611	208	51.61%
2006	0	-591	-100.00%	694	674	3369.92%	694	83	13.58%
2007	3,164	3,164							

3B43D CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	38	0	1	20	0	3	62	0	118	160	69	9	0	356	418
2003	6	50	48	13	0	1	118	0	0	0	0	4	6	10	128
2004	6	18	14	0	0	0	38	8	0	24	0	21	12	65	103
2005	48	22	118	47	10	24	269	1	1	0	0	0	0	2	271
2006	0	0	1	0	0	0	1	0	0	10	0	48	213	271	272
2007	175	167	177	167	171	174	1,031							0	1,031

Southern Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,882			2,502			4,384		
2003	1,805	-78	-4.12%	1,961	-541	-21.62%	3,766	-619	-14.11%
2004	1,779	-26	-1.41%	2,976	1,015	51.76%	4,755	990	26.28%
2005	4,990	3,211	180.52%	4,609	1,632	54.85%	9,599	4,844	101.87%
2006	4,767	-224	-4.49%	7,107	2,499	54.23%	11,874	2,275	23.70%
2007	10,006	5,240	109.93%						

Southern Total CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	67	45	121	107	81	65	486	64	199	243	118	70	52	746	1,232
2003	63	162	171	108	102	125	731	91	106	156	134	79	129	695	1,426
2004	127	126	136	107	72	102	670	153	108	229	275	274	324	1,363	2,033
2005	406	361	396	505	526	543	2,737	331	428	316	368	348	454	2,245	4,982
2006	444	288	431	348	372	310	2,193	433	385	272	397	560	678	2,725	4,918
2007	602	613	656	642	706	653	3,872							0	3,872

Southern - On View Totals									
Year	3B40A	3B40C	3B40D	3B42A	3B42C	3B43D	3B55	TOTAL	% Change
2006-Non-On View	66	1	68	21	119	0	7	282	
2006-On View	812	19	185	258	592	1	44	1,911	
2006 Total	878	20	253	279	711	1	51	2,193	
2007-Non On View	68	107	135	6	164	240	30	750	1.6596
2007-On View	830	455	355	41	592	791	58	3,122	0.6337
2007 Total	898	562	490	47	756	1,031	88	3,872	0.7656

CABLE DATA Southern District Year by Year Analysis 2002-2007						
Incident	Year - Number of Incidents					
	2002	2003	2004	2005	2006	2007
Battery	752	859	765	807	821	147
Cocaine, Base/Rock Offense	491	365	319	156	131	79
Driving, License Suspended or Revoked	531	533	614	578	418	436
Driving, No License Issued	593	590	590	596	374	300
Lost Property	904	1,550	1,596	1,878	1,789	150
Malicious Mischief, Vandalism to Vehicle	374	378	397	380	448	166
Mental Health Detention	296	326	403	496	556	235
Municipal Police Code Violation (general)	436	381	114	34	18	8
Obstructions On Streets, Sidewalks	315	186	162	3	0	0
Suspicious Occurrence	473	496	452	551	531	223
Terrorist Threats	329	365	343	311	276	171
Theft, From Building, >\$400	305	312	288	306	262	128
Theft, From Locked Vehicle, \$200-\$400	335	363	556	225	321	1065
Theft, From Locked Vehicle, \$50-\$200	334	328	304	224	323	132
Theft, From Locked Vehicle, >\$400	1,411	1,538	1,652	1,927	2,609	225
Theft, Shoplifting, \$50-\$200	304	265	233	172	162	90
Trespassing	455	343	211	138	191	91
Vehicle, Stolen, Auto	581	666	672	764	716	138
Warrant Arrest, Enroute To Outside Jurisdiction	350	0	267	256	260	169
Warrant Arrest, Local SF Warrant	863	779	632	608	488	223

Bayview District

3C42B Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2006	0			20			20		
2007	421	421							

3C42B CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2006	0	0	1	0	0	0	1	1	0	1	0	0	0	2	3
2007	3	32	89	46	70	86	326							0	326

3C42C Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2003	0			295			295		
2004	347	347		57	-238	-80.68%	404	109	36.95%
2005	1,053	706	203.31%	1,520	1,463	2567.51%	2,573	2,169	536.88%
2006	1,354	302	28.65%	1,251	-269	-17.72%	2,605	32	1.24%
2007	938	-416	-30.72%						

3C42C CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	2	0	1	0	0	0	3	0	1	2	2	1	0	6	9
2003	0	2	1	0	2	4	9	0	2	27	41	16	3	89	98
2004	10	12	6	16	11	13	68	31	2	0	0	0	0	33	101
2005	0	6	108	85	82	70	351	108	55	129	110	73	119	594	945
2006	66	120	125	107	120	16	554	51	65	59	41	58	107	381	935
2007	79	118	80	65	39	38	419							0	419

3C43 Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2007	10						10		

3C43 CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	2	0	2	1	1	6	0	0	0	0	0	0	0	6
2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0	0	0	0	1	0	0	1	1
2006	0	0	1	2	0	1	4	1	0	0	1	1	1	4	8
2007	2	1	0	1	2	0	6							0	6

3C43A Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2007	10						10		

3C43A CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2006	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2007	0	0	1	7	0	0	8							0	8

3C43B Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2006	389			729			1,118		
2007	880	491	126.10%						

3C43B CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2004	0	1	0	0	0	0	1	0	0	0	0	0	0	0	1
2005	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2006	0	0	7	38	29	17	91	38	38	34	49	78	92	329	420
2007	128	70	104	48	67	90	507							0	507

3C43C Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	700			771			1,471		
2003	777	78	11.08%	846	75	9.66%	1,623	152	10.34%
2004	519	-258	-33.20%	10	-836	-98.82%	529	-1,094	-67.40%
2006	522	3	0.48%	798	788	7875.00%	1,319	790	149.34%
2007	1,042	521	99.81%						

3C43C CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	21	42	41	33	39	47	223	32	46	33	26	39	13	189	412
2003	49	36	67	37	71	37	297	26	26	33	36	36	39	196	493
2004	34	21	35	26	0	0	116	0	0	0	1	1	0	2	118
2005	0	0	0	0	0	1	1	0	1	0	0	0	1	2	3
2006	0	0	9	92	44	89	234	40	75	39	46	63	77	340	574
2007	102	103	83	33	44	30	395							0	395

3C44 Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	0			12			12		
2006	100	100		91	79	658.33%	191	179	1491.67%
2007	28	-72	-72.00%						

3C44 CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	1	0	0	0	0	0	1	0	1	2	0	0	0	3	4
2003	0	0	0	0	0	0	0	1	0	0	0	0	0	1	1
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2006	0	0	0	0	0	125	125	78	0	0	0	0	0	78	203
2007	0	0	0	0	8	4	12							0	12

3C44A Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2006	10			0			10		
2007	596	586	5860.00%						

3C44A CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul-Dec	Total
2002	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2006	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2007	0	10	128	122	42	38	340							0	340

3C44B Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	46			20			66		
2006	10	-36	-78.26%	228	208	1040.00%	238	172	260.61%
2007	875	865	8645.00%						

3C44B CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	3	6	5	0	0	14	0	7	0	1	0	0	8	22
2003	0	0	0	0	0	0	0	0	1	0	0	0	1	2	2
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S2005	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2006	0	0	0	0	0	0	0	0	0	0	0	15	67	82	82
2007	39	53	64	55	54	88	353							0	353

3C44C Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	876			686			1,562		
2003	782	-94	-10.73%	390	-296	-43.11%	1,172	-390	-24.94%
2004	30	-752	-96.16%	0	-390	-100.00%	30	-1,142	-97.44%
2006	0	-30	-100.00%	129	129		129	99	330.00%
2007	340	340							

3C44C CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	102	56	46	26	230	39	1	0	47	63	34	184	414
2003	44	60	46	56	56	44	306	37	46	45	0	0	0	128	434
2004	0	0	6	0	0	0	6	1	0	0	0	0	0	1	7
2005	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2006	0	0	0	0	0	1	1	0	0	0	0	18	63	81	82
2007	106	86	0	1	3	1	197							0	197

3C48 Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	0			2			2		
2005	0			694	692	34600.00%	694	692	34600.00%
2006	2,083	2,083		2,342	1,648	237.46%	4,425	3,731	537.54%
2007	2,579	497	23.84%						

3C48 CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	0	0	0	0	0	0	0	2	0	0	0	2	2
2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0	0	0	24	105	59	101	289	289
2006	197	169	211	238	322	307	1,444	352	397	459	629	531	587	2,955	4,399
2007	583	637	731	592	689	611	3,843							0	3,843

Bayview Total Hours Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,622			1,491			3,112		
2003	1,559	-63	-3.85%	1,531	40	2.68%	3,090	-23	-0.72%
2004	896	-663	-42.53%	67	-1,464	-95.62%	963	-2,127	-68.83%
2005	1,053	157	17.47%	2,214	2,147	3205.20%	3,267	2,304	239.25%
2006	4,467	3,415	324.42%	5,587	3,373	152.29%	10,054	6,787	207.75%
2007	7,718	3,251	72.78%						

Bayview Total CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	24	47	150	96	86	74	477	71	56	39	76	103	47	392	869
2003	93	98	114	93	129	85	612	64	75	105	77	52	43	416	1,028
2004	44	34	47	42	11	13	191	32	2	0	1	1	0	36	227
2005	0	6	108	85	82	71	352	108	56	153	216	132	221	886	1,238
2006	263	289	354	477	515	556	2,454	561	575	592	766	764	994	4,252	6,706
2007	1,042	1,110	1,280	970	1,018	986	6,406							0	6,406

Bayview - On View Totals														
Year	3C42B	3C42C	3C43	3C43A	3C43B	3C43C	3C44	3C44A	3C44B	3C44C	3C48	TOTAL	% Change	
2006-Non-On View	0	79	0	0	6	12	5	0	0	0	94	196		
2006-On View	1	475	4	0	85	222	120	0	0	1	1,350	2,258		
2006 Total	1	554	4	0	91	234	125	0	0	1	1,444	2,454		
2007-Non On View	18	42	1	0	33	24	3	57	99	18	150	445	1.270408	
2007-On View	308	377	5	8	474	371	9	283	254	179	3,693	5,961	1.639947	
2007 Total	326	419	6	8	507	395	12	340	353	197	3,843	6,406	1.610432	

CABLE DATA						
Bayview District Year by Year Analysis 2002-2007						
Incident	Year - Number of Incidents					
	2002	2003	2004	2005	2006	2007
Battery	550	464	424	372	396	228
Cocaine, Base/Rock Offense	376	215	217	134	136	54
Driving, License Suspended or Revoked	929	880	787	698	750	453
Driving, No License Issued	590	498	454	440	437	153
License Plate, Lost	214	194	224	215	177	86
Lost Property	219	451	435	318	269	118
Malicious Mischief, Vandalism to Property	259	184	116	140	187	95
Malicious Mischief, Vandalism to Vehicle	443	360	390	332	350	158
Marijuana Offense	176	91	69	49	31	20
Mental Health Detention	149	144	178	186	173	83
Missing Juvenile	377	422	448	450	590	247
Spouse, Cohabitee, Parent of Child in Common, Inflict Injury	307	262	254	185	192	89
Suspicious Occurrence	391	363	442	391	452	215
Terrorist Threats	353	366	336	275	337	136
Theft, From Locked Vehicle	515	489	379	609	505	239
Vehicle, Recovered, Stolen Outside SF 10851 CVC 5C200	319	275	262	237	243	113
Vehicle, Stolen, Auto	1282	1053	1219	1248	943	377
Vehicle, Stolen, Truck	381	428	486	525	446	170
Warrant Arrest, Enroute To Outside Jurisdiction	174	149	147	132	128	86
Warrant Arrest, Local SF Warrant	524	474	448	391	304	152

Mission District

3D44A Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2004	1,006			1,948			2,954		
2005	1,187	182	18.05%	834	-1,115	-57.21%	2,021	-933	-31.59%
2006	769	-419	-35.26%	1,440	607	72.77%	2,209	188	9.30%
2007	1,493	724	94.21%						

3D44A CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	0	0	0	0	0	0	0	0	1	0	0	1	1
2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2004	0	0	79	119	136	90	424	32	100	130	121	131	100	614	1,038
2005	62	120	63	34	28	15	322	27	15	34	45	54	35	210	532
2006	14	49	82	33	30	22	230	58	72	55	21	40	30	276	506
2007	43	38	39	33	33	20	206							0	206

3D44D Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,476			1,934			3,410		
2003	1,762	286	19.38%	1,180	-755	-39.01%	2,941	-469	-13.74%
2004	1,170	-592	-33.61%	1,055	-125	-10.60%	2,224	-717	-24.38%
2005	867	-302	-25.86%	826	-229	-21.72%	1,693	-531	-23.90%
2006	742	-126	-14.48%	1,591	765	92.72%	2,332	640	37.81%
2007	3,172	2,430	327.71%						

3D44D CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	132	0	95	233	182	80	722	80	256	172	147	182	184	1,021	1,743
2003	235	139	128	180	192	116	990	109	160	90	77	107	89	632	1,622
2004	108	106	72	153	230	113	782	149	116	129	137	95	39	665	1,447
2005	107	164	124	180	75	0	650	136	67	83	175	150	90	701	1,351
2006	57	0	57	90	91	193	488	250	85	126	114	178	244	997	1,485
2007	252	247	333	267	332	260	1,691							0	1,691

3D45A Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	43			0			43		
2004	913	871	2048.24%	1,856	1,856		2,769	2,727	6415.29%
2005	1,425	512	56.02%	1,674	-182	-9.81%	3,099	330	11.90%
2006	1,514	89	6.28%	1,435	-240	-14.31%	2,948	-150	-4.84%
2007	1,908	394	25.99%						

3D45A CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	1	2	0	0	0	0	3	0	0	0	0	0	0	0	3
2003	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1
2004	0	0	56	134	79	80	349	155	84	183	82	88	94	686	1,035
2005	112	79	75	73	47	12	398	64	44	38	39	41	36	262	660
2006	77	33	32	48	37	43	270	63	69	41	6	35	38	252	522
2007	78	58	73	48	49	57	363							0	363

3D45C Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2003	60			91			151		
2004	0	-60	-100.00%	746	655	719.23%	746	595	393.71%
2005	672	672		1,099	353		1,771	1,025	137.49%
2006	1,255	583	86.76%	1,222	124	11.24%	2,477	707	39.90%
2007	1,795	540	43.06%						

3D45C CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	1	0	0	0	1	1	3	0	0	0	0	0	0	0	3
2003	0	0	1	8	0	28	37	5	58	0	0	0	0	63	100
2004	0	0	1	0	0	0	1	1	0	25	58	79	36	199	200
2005	7	0	2	62	69	81	221	103	66	92	72	39	12	384	605
2006	49	70	43	46	37	69	314	33	67	45	46	70	114	375	689
2007	80	82	102	151	121	117	653							0	653

Mission Total Hours Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,518			3,973			5,491		
2003	1,822	304	19.99%	1,271	-2,703	-68.02%	3,092	-2,399	-43.69%
2004	3,088	1,267	69.53%	5,604	4,334	341.09%	8,692	5,600	181.11%
2005	4,151	1,063	34.41%	4,432	-1,173	-20.92%	8,582	-110	-1.27%
2006	4,279	128	3.09%	5,687	1,256	28.34%	9,966	1,384	16.13%
2007	8,367	4,088	95.54%						

Mission Total CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	134	2	95	233	183	81	728	80	256	172	148	182	184	1,022	1,750
2003	235	139	129	188	192	145	1,028	114	218	90	77	107	89	695	1,723
2004	108	106	208	406	445	283	1,556	337	300	467	398	393	269	2,164	3,720
2005	288	363	264	349	219	108	1,591	330	192	247	331	284	173	1,557	3,148
2006	197	152	214	217	195	327	1,302	404	293	267	187	323	426	1,900	3,202
2007	453	425	547	499	535	454	2,913							0	2,913

Mission Beats - On View Totals						
Year	3D44A	3D44D	3D45A	3D45C	TOTAL	% Change
2006-Non-On View	57	42	57	95	251	
2006-On View	173	446	213	219	1,051	
2006 Total	230	488	270	314	1,302	
2007-Non On View	25	95	68	65	253	0.008
2007-On View	181	1,596	295	588	2,660	1.5309
2007 Total	206	1,691	363	653	2,913	1.2373

CABLE DATA Mission District Year by Year Analysis 2002-2007						
Incident	Year - Number of Incidents					
	2002	2003	2004	2005	2006	2007
Battery	652	611	623	592	671	297
Cocaine, Base/Rock Offense	643	319	260	194	237	87
Cocaine, Base/Rock Sales	523	349	208	122	125	81
Driving, License Suspended or Revoked	806	705	577	508	381	255
Driving, No License Issued	1,102	785	716	710	560	219
Lost Property	595	853	779	800	695	325
Malicious Mischief, Vandalism to Property	238	212	188	170	275	147
Malicious Mischief, Vandalism to Vehicle	328	360	334	271	275	129
Mental Health Detention	350	364	381	502	471	255
Missing Adult	229	184	203	239	191	100
Soliciting to Visit House of Prostitution	405	148	162	102	218	126
Solicits for Acts of Prostitution	461	409	234	182	275	208
State Code Misdemeanor (general)	277	93	140	13	21	9
Suspicious Occurrence	421	410	447	380	410	223
Terrorist Threats	356	337	269	274	240	130
Theft, From Locked Vehicle, >\$400	623	559	603	719	775	351
Vehicle, Stolen	870	968	1,110	1,346	1,079	374
Vehicle, Stolen, Truck	308	373	470	385	299	144
Warrant Arrest, Enroute To Outside Jurisdiction	282	196	181	187	218	92
Warrant Arrest, Local SF Warrant	759	595	525	503	417	232

Northern District

3E40 Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	16			0			16		
2004	0	-16	-100.00%	992	992		992	976	6100.00%
2005	831	831		1,105	113	11.39%	1,936	944	95.16%
2006	1,093	262		1,275	170	15.38%	2,368	432	22.29%
2007	1,234	141	12.91%						

3E40 CAD																
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total	
2002	1	0	0	0	0	1	2	0	0	0	0	0	0	0	2	
2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
2004	0	0	0	0	0	0	0	0	70	103	104	103	100	480	480	
2005	90	67	136	94	86	76	549	105	156	106	128	71	80	646	1,195	
2006	110	58	87	52	93	85	485	112	84	75	93	84	74	522	1,007	
2007	88	76	81	94	94	59	492							0	492	

3E45C Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,568			1,539			3,107		
2003	1,633	65	4.11%	1,533	-6	-0.39%	3,165	59	1.88%
2004	1,327	-306	-18.71%	1,554	21		2,881	-285	-8.99%
2005	1,473	146		1,454	-100	-6.44%	2,927	46	1.60%
2006	1,542	69	4.65%	1,606	153	10.49%	3,148	221	7.55%
2007	1,776	234	15.18%						

3E45C CAD																
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total	
2002	156	109	121	131	86	144	747	135	139	113	101	99	130	717	1,464	
2003	134	120	111	137	119	102	723	115	137	339	198	166	205	1,160	1,883	
2004	112	108	179	139	228	134	900	125	158	138	225	207	126	979	1,879	
2005	118	141	150	76	134	134	753	143	119	121	115	69	121	688	1,441	
2006	111	134	170	78	123	133	749	143	105	129	104	98	91	670	1,419	
2007	93	110	146	95	140	42	626							0	626	

3E48 Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	187			64			251		
2003	0	-187	-100.00%	241	177	276.56%	241	-10	-3.98%
2004	159	159		1,413	1,172	486.10%	1,572	1,331	552.07%
2005	2,092	1,933	1215.72%	2,078	666	47.12%	4,170	2,599	165.35%
2006	1,922	-170	-8.13%	2,063	-15	-0.72%	3,985	-185	-4.44%
2007	2,403	481	25.03%						

3E48 CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	1	2	11	3	17	0	0	0	1	4	8	13	30
2003	0	0	0	0	0	0	0	0	0	12	23	0	0	35	35
2004	0	0	1	1	9	7	18	30	69	89	70	69	75	402	420
2005	85	113	147	131	160	112	748	90	68	91	88	173	132	642	1,390
2006	79	56	83	206	55	83	562	73	81	77	95	112	93	531	1,093
2007	180	160	146	127	129	102	844							0	844

3E48C Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	24			24			48		
2003	10	-14	-58.33%	13	-11	-45.83%	23	-25	-52.08%
2004	0	-10	-100.00%	1,784	1,771	13626.79%	1,784	1,761	7658.62%
2005	1,770	1,770		1,786	2	0.08%	3,556	1,772	99.27%
2006	1,802	32	1.81%	1,806	20	1.12%	3,608	52	1.46%
2007	1,833	31	1.72%						

3E48C CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	4	0	0	0	4	0	0	0	0	0	0	0	4
2003	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3
2004	0	0	0	0	0	0	0	0	149	147	68	65	81	510	510
2005	110	89	114	87	67	63	530	49	37	18	38	59	139	340	870
2006	112	109	115	90	119	50	595	87	64	128	131	58	135	603	1,198
2007	105	173	179	120	75	70	722							0	722

3E48D Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	206			0			206		
2003	0	-206	-100.00%	9	9		9	-197	-95.63%
2005	16	16		906	897	9966.67%	922	913	10144.44%
2006	299	283	1768.75%	1,000	94	10.38%	1,299	377	40.89%
2007	2,827	2,528	845.49%						

3E48D CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul-Dec	Total
2002	0	0	0	2	4	2	8	0	0	0	0	0	0	0	8
2003	0	0	0	0	0	0	0	0	0	0	0	0	3	3	3
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	0	0	3	0	0	3	0	0	47	116	127	122	412	415
2006	57	5	41	52	80	32	267	105	126	9	69	183	232	724	991
2007	191	232	260	348	261	159	1,451							0	1,451

3E49 Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	0			18			18		
2004	66	66		13	-5	-27.78%	79	61	338.89%
2005	40	-26	-39.39%	530	517	3976.92%	570	491	621.52%
2006	1,810	1,770	4425.00%	1,798	1,268	239.25%	3,608	3,038	532.98%
2007	1,592	-218	-12.04%						

3E49 CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul-Dec	Total
2002	2	0	2	0	0	1	5	0	0	0	2	0	3	5	10
2003	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1
2004	0	0	0	0	8	2	10	0	5	0	0	0	0	5	15
2005	1	1	1	0	0	0	3	0	0	0	0	15	107	122	125
2006	147	68	125	77	58	80	555	70	89	88	66	69	55	437	992
2007	55	27	62	50	64	46	304							0	304

3E49C Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2005	4			234			238		
2006	1,194	1,190	29737.50%	20	-214	-91.43%	1,214	976	410.95%
2007	141	-1,053	-88.19%						

3E49C CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0	0	0	0	0	12	188	200	200
2006	287	340	295	10	8	1	941	0	0	0	19	0	0	19	960
2007	0	8	0	56	7	0	71							0	71

3E49D Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	0			8			8		
2005	0	0		273	265	3312.50%	273	265	3312.50%
2006	1,790	1,790		1,745	1,472	539.19%	3,535	3,262	1194.69%
2007	2,671	882	49.26%						

3E49D CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0	0	0	0	0	8	217	225	225
2006	339	369	270	302	316	305	1,901	179	331	370	270	343	147	1,640	3,541
2007	259	190	159	189	163	173	1,133							0	1,133

3E50B Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,161			1,036			2,197		
2003	1,043	-118	-10.15%	1,016	-21	-1.98%	2,059	-138	-6.30%
2004	1,054	11	1.04%	1,012	-4	-0.34%	2,066	7	0.36%
2005	1,153	99	9.35%	1,063	51	4.99%	2,215	149	7.21%
2006	1,068	-85	-7.33%	1,040	-23	-2.12%	2,108	-107	-4.83%
2007	954	-114	-10.67%						

3E50B CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	9	15	13	12	26	24	99	24	12	19	32	21	22	130	229
2003	29	33	21	40	27	36	186	13	48	49	58	43	18	229	415
2004	28	21	51	29	52	55	236	40	63	45	50	45	32	275	511
2005	55	63	115	136	126	115	610	78	96	104	123	113	104	618	1,228
2006	123	118	129	118	111	74	673	80	144	72	117	111	118	642	1,315
2007	90	93	67	75	61	28	414							0	414

Northern Total Hours Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	3,162			2,689			5,851		
2003	2,686	-476	-15.06%	2,811	123	4.56%	5,497	-354	-6.05%
2004	2,606	-80	-2.97%	6,767	3,956	140.75%	9,373	3,877	70.53%
2005	7,379	4,773	183.14%	9,428	2,660	39.31%	16,806	7,433	79.29%
2006	12,518	5,140	69.66%	12,353	2,926	31.03%	24,871	8,065	47.99%
2007	15,430	2,912	23.26%						

Northern Total CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	168	124	141	147	127	175	882	159	151	132	136	124	163	865	1,747
2003	163	153	132	177	146	139	910	128	185	400	279	209	229	1,430	2,340
2004	140	129	231	169	297	198	1,164	195	514	522	517	489	414	2,651	3,815
2005	459	474	663	527	573	500	3,196	465	476	487	608	647	1,210	3,893	7,089
2006	1,365	1,257	1,315	985	963	843	6,728	849	1,024	948	964	1,058	945	5,788	12,516
2007	1,061	1,069	1,100	1,154	994	679	6,057							0	6,057

Northern Beats - On View Totals											
Year	3E40	3E45C	3E48	3E48C	3E48D	3E49	3E49C	3E49D	3E50B	TOTAL	% Change
2006-Non-On View	153	42	91	62	26	76	50	94	7	601	
2006-On View	332	707	471	533	241	479	891	1,807	666	6,127	
2006 Total	485	749	562	595	267	555	941	1,901	673	6,728	
2007-Non On View	100	24	122	74	87	29	3	143	7	589	-0.01997
2007-On View	392	602	722	648	1364	275	68	990	407	5,468	-0.10756
2007 Total	492	626	844	722	1451	304	71	1,133	414	6,057	-0.09973

CABLE DATA						
Northern District Year by Year Analysis 2002-2007						
Incident	Year - Number of Incidents					
	2002	2003	2004	2005	2006	2007
Battery	612	537	563	549	523	270
Burglary, Apartment House, Unlawful Entry	196	184	244	218	290	89
Cocaine, Base/Rock Offense	222	135	132	145	154	97
Driving, License Suspended or Revoked	326	319	342	341	438	236
Driving, No License Issued	326	360	335	394	384	161
Lost Property	564	653	599	587	505	297
Malicious Mischief, Vandalism to Property	229	202	189	172	283	135
Malicious Mischief, Vandalism to Vehicle	453	439	385	382	477	200
Mental Health Detention	286	326	374	370	400	149
Solicits for Acts of Prostitution	415	277	261	242	167	109
Suspicious Occurrence	375	357	386	354	370	161
Terrorist Threats	270	317	252	237	255	98
Theft, From Building	296	268	256	204	208	94
Theft, From Locked Vehicle, \$200-\$400	389	379	307	293	351	137
Theft, From Locked Vehicle, \$50-\$200	377	381	310	306	362	113
Theft, From Locked Vehicle, >\$400	1,458	1,394	1,213	2,010	2,595	1,006
Vehicle, Stolen, Auto	814	926	1,012	1235	957	304
Vehicle, Stolen, Truck	229	248	291	356	292	85
Warrant Arrest, Enroute To Outside Jurisdiction	217	223	229	167	238	113
Warrant Arrest, Local SF Warrant	543	393	378	333	291	139

Park District

3F43B Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1			13			14		
2003	19	18	1800.00%	281	268	2061.54%	300	286	2042.86%
2004	284	265	1392.11%	296	15	5.34%	580	280	93.17%
2005	305	22	7.58%	45	-251	-84.80%	350	-230	-39.60%
2006	130	-176	-57.54%	593	548	1218.85%	723	373	106.57%
2007	888	759	586.07%						

3F43B CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	0	0	0	0	0	0	2	1	0	2	0	5	5
2003	0	0	4	2	0	0	6	5	5	0	0	16	72	98	104
2004	70	61	10	0	2	0	143	20	15	5	26	31	66	163	306
2005	52	27	0	5	8	3	95	14	2	1	0	0	0	17	112
2006	0	3	18	7	16	8	52	17	22	72	68	50	47	276	328
2007	64	48	100	66	80	68	426							0	426

3F43C Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,435			531			1,966		
2003	25	-1,410	-98.26%	124	-407	-76.65%	149	-1,817	-92.42%
2004	1,324	1,299	5196.00%	1,429	1,305	1052.42%	2,753	2,604	1747.65%
2005	1,401	77	5.78%	1,374	-55	-3.85%	2,775	22	0.78%
2006	1,955	555	39.63%	2,172	798	58.08%	4,127	1,353	48.76%
2007	2,050	95	4.86%						

3F43C CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	94	50	73	63	42	17	339	35	50	21	9	31	7	153	492
2003	1	13	14	1	0	0	29	8	0	9	1	1	52	71	100
2004	139	102	130	122	248	179	920	295	231	260	259	151	147	1,343	2,263
2005	229	164	202	170	140	147	1,052	221	152	133	117	140	112	875	1,927
2006	150	143	179	184	169	150	975	178	123	160	148	144	185	938	1,913
2007	195	151	179	141	154	81	901							0	901

3F43E Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	238			464			702		
2003	305	67	28.15%	0	-464	-100.00%	305	-397	-56.55%
2004	4	-301	-98.69%	0	0		4	-301	-98.69%
2006	8	4	100.00%	717	717		725	721	18023.75%
2007	1,016	1,008	12605.00%						

3F43E CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul-Dec	Total
2002	0	0	0	0	71	33	104	86	84	12	19	1	0	202	306
2003	15	84	68	58	18	1	244	0	0	0	0	0	0	0	244
2004	0	0	0	3	0	0	3	0	0	0	0	0	0	0	3
2005	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1
2006	0	0	0	0	0	3	3	48	49	44	83	85	51	360	363
2007	82	107	118	79	106	80	572							0	572

3F44C Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2005	0			1,716			1,716		
2006	2,159	2,159		2,726	1,011	58.90%	4,885	3,170	184.76%
2007	2,861	702	32.54%						

3F44C CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul-Dec	Total
2002	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2003	0	0	0	1	1	0	2	0	0	0	0	0	0	0	2
2004	0	0	0	0	0	0	0	0	0	0	0	1	0	1	1
2005	0	0	0	0	0	0	0	121	108	78	115	132	165	719	719
2006	93	90	124	170	172	155	804	205	279	235	197	179	284	1,379	2,183
2007	244	234	245	207	174	200	1,304							0	1,304

3F44D Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	201			736			937		
2003	457	256	127.40%	10	-726	-98.64%	467	-470	-50.16%
2005	0	-457	-100.00%	1,317	1,307	13070.00%	1,317	850	182.01%
2006	2,013	2,013		2,559	1,242	94.27%	4,571	3,254	247.08%
2007	3,605	1,592	79.12%						

3F44D CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	21	4	0	6	53	43	127	85	91	55	88	65	64	448	575
2003	36	81	36	132	99	63	447	1	0	0	0	0	0	1	448
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0	0	33	40	116	137	266	592	592
2006	145	222	158	115	198	175	1,013	182	137	152	233	179	210	1,093	2,106
2007	233	277	247	291	186	217	1,451							0	1,451

Park Total Hours Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,874			1,744			3,618		
2003	806	-1,068	-57.00%	415	-1,329	-76.20%	1,221	-2,397	-66.26%
2004	1,612	806	99.94%	1,725	1,310	315.66%	3,337	2,116	173.26%
2005	1,706	94	5.83%	4,452	2,727	158.06%	6,157	2,821	84.53%
2006	6,265	4,559	267.31%	8,767	4,315	96.94%	15,031	8,874	144.14%
2007	10,422	4,157	66.36%						

Park Total CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	115	54	73	69	166	93	570	206	227	89	116	99	71	808	1,378
2003	52	178	122	194	118	64	728	14	5	9	1	17	124	170	898
2004	209	163	140	125	250	179	1,066	315	246	265	285	183	213	1,507	2,573
2005	281	191	202	175	148	150	1,147	356	295	253	348	409	543	2,204	3,351
2006	388	458	479	476	555	491	2,847	630	610	663	729	637	777	4,046	6,893
2007	818	817	889	784	700	646	4,654							0	4,654

Park Beats - On View Totals							
Year	3F43B	3F43C	3F43E	3F44C	3F44D	Total	% Change
2006-Non-On View	8	182	0	160	143	493	
2006-On View	44	793	3	644	870	2,354	
2006 Total	52	975	3	804	1,013	2,847	
2007-Non On View	47	137	169	256	224	833	0.6897
2007-On View	379	764	403	1048	1,227	3,821	0.6232
2007 Total	426	901	572	1304	1,451	4,654	0.6347

CABLE DATA Park District Year by Year Analysis 2002-2007						
Incident	Year - Number of Incidents					
	2002	2003	2004	2005	2006	2007
Alcohol, Under Influence Of In Public Place	197	39	29	18	21	8
Battery	286	257	261	254	253	123
Driving, License Suspended or Revoked	173	155	173	220	287	151
Driving, No License Issued	142	115	67	128	150	76
Lost Property	230	219	225	260	217	83
Malicious Mischief, Vandalism to Property	134	89	80	77	123	58
Malicious Mischief, Vandalism to Vehicle	184	164	151	143	152	70
Marijuana Offense	111	61	77	57	39	35
Mental Health Detention	148	133	176	168	205	79
Missing Adult	137	135	189	157	162	71
Missing Juvenile	164	196	118	91	124	24
Phone Calls, Threatening or Annoying	103	41	35	29	21	15
Suspicious Occurrence	241	180	206	207	167	97
Terrorist Threats	132	151	112	124	114	38
Theft, From Locked Vehicle, \$200-\$400	131	110	104	76	70	25
Theft, From Locked Vehicle, \$50-\$200	104	120	90	78	83	20
Theft, From Locked Vehicle, >\$400	373	335	303	412	479	209
Vehicle, Stolen, Auto	389	553	699	820	566	191
Warrant Arrest, Enroute To Outside Jurisdiction	109	80	102	99	81	53
Warrant Arrest, Local SF Warrant	184	138	150	133	131	43

Richmond District

3G43 Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2003	34			18			52		
2004	10	-24	-70.59%	0	-18	-100.00%	10	-42	-80.77%
2006	0	-10	-100.00%	195	195		195	185	1850.00%
2007	1,023	1,023							

3G43 CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	1	0	0	0	1	0	4	2	0	0	2	8	9
2003	0	3	0	2	1	1	7	0	1	0	0	0	0	1	8
2004	0	0	3	0	0	0	3	0	0	0	0	0	0	0	3
2005	0	0	1	0	0	0	1	0	0	0	0	0	0	0	1
2006	0	0	0	0	0	0	0	0	0	0	0	7	66	73	73
2007	75	73	72	64	90	48	422							0	422

3G43C Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	682			791			1,473		
2003	667	-15	-2.19%	652	-140	-17.64%	1,319	-154	-10.49%
2004	744	77	11.47%	729	78	11.90%	1,473	154	11.68%
2005	678	-66	-8.88%	753	24	3.22%	1,430	-43	-2.89%
2006	462	-216	-31.81%	901	148	19.67%	1,363	-68	-4.72%
2007	873	411	88.96%						

3G43C CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	16	17	16	27	14	6	96	12	21	20	20	20	28	121	217
2003	22	12	9	23	23	26	115	12	17	16	14	14	14	87	202
2004	30	20	22	21	13	17	123	17	26	22	15	24	3	107	230
2005	9	13	17	24	27	12	102	17	10	14	17	13	20	91	193
2006	12	2	7	3	5	22	51	18	17	9	21	16	16	97	148
2007	14	37	35	15	23	45	169							0	169

3G44 Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	91			143			234		
2003	24	-67	-73.63%	156	13	9.09%	180	-54	-23.08%
2004	7	-17	-70.83%	0	-156	-100.00%	7	-173	-96.11%
2005	0	-7	-100.00%	431	431		431	424	6064.05%
2006	372	372		336	-95	-22.13%	708	277	64.09%
2007	979	607	163.17%						

3G44 CAD																
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total	
2002	13	3	1	2	1	3	23	4	5	1	1	2	28	41	64	
2003	2	0	0	0	0	0	2	4	7	13	10	0	4	38	40	
2004	2	0	0	0	0	0	2	0	0	0	0	0	0	0	2	
2005	0	0	0	0	0	0	0	0	1	20	31	35	64	151	151	
2006	43	34	35	14	5	8	139	0	0	1	20	64	86	171	310	
2007	126	108	99	106	105	88	632							0	632	

3G44C Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	0			40			40		
2003	716	716		767	727	1817.50%	1,483	1,443	3606.25%
2004	833	118	16.42%	857	90	11.73%	1,690	208	14.00%
2005	798	-35	-4.20%	755	-102	-11.90%	1,553	-137	-8.11%
2006	932	134	16.73%	814	59	7.81%	1,746	193	12.40%
2007	876	-56	-6.01%						

3G44C CAD																
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total	
2002	45	58	55	29	44	40	271	46	39	38	52	42	78	295	566	
2003	39	62	58	66	70	54	349	48	64	57	62	52	51	334	683	
2004	51	64	65	73	102	83	438	98	76	43	64	82	84	447	885	
2005	79	90	69	68	45	72	423	76	31	60	55	68	57	347	770	
2006	69	82	76	59	62	70	418	72	35	42	75	72	76	372	790	
2007	67	57	78	42	58	61	363							0	363	

Richmond Total Hours Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	773			974			1,747		
2003	1,441	668	86.36%	1,593	619	63.50%	3,033	1,286	73.62%
2004	1,594	153	10.62%	1,586	-7	-0.41%	3,180	147	4.83%
2005	1,476	-118	-7.41%	1,939	353	22.26%	3,414	235	7.39%
2006	1,766	290	19.65%	2,246	307	15.81%	4,011	597	17.47%
2007	3,751	1,985	112.43%						

Richmond Total CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	74	78	73	58	59	49	391	62	69	61	73	64	136	465	527
2003	63	77	67	91	94	81	473	64	89	86	86	66	69	460	524
2004	83	84	90	94	115	100	566	115	102	65	79	106	87	554	669
2005	88	103	87	92	72	84	526	93	42	94	103	116	141	589	682
2006	124	118	118	76	72	100	608	90	52	52	116	159	244	713	803
2007	282	275	284	227	276	242	1,586							0	1,586

Richmond Beats - On View Totals						
Year	3G43	3G43C	3G44	3G44C	Total	% Change
2006-Non-On View	0	6	16	29	51	
2006-On View	0	45	123	389	557	
2006 Total	0	51	139	418	608	
2007-Non On View	38	42	43	63	186	2.6471
2007-On View	384	127	589	300	1,400	1.5135
2007 Total	422	169	632	363	1,586	1.6086

CABLE DATA Richmond District Year by Year Analysis 2002-2007						
Incident	Year - Number of Incidents					
	2002	2003	2004	2005	2006	2007
Battery	212	230	218	198	186	100
Burglary, Apartment House, Unlawful Entry	112	67	81	71	99	23
Driving, License Suspended or Revoked	161	137	131	123	126	81
Driving, No License Issued	119	94	77	98	78	26
Found Property	128	137	127	132	120	64
License Plate, Lost	87	87	146	110	79	38
Lost Property	313	323	309	312	246	150
Malicious Mischief, Vandalism to Property	149	115	79	97	156	78
Malicious Mischief, Vandalism to Vehicle	250	254	211	190	204	77
Mental Health Detention	152	141	100	121	107	66
Missing Adult	79	83	84	67	81	19
Phone Calls, Threatening or Annoying	95	53	40	42	31	15
Suspicious Occurrence	338	278	228	213	226	127
Terrorist Threats	132	132	106	99	93	53
Theft, From Building, >\$400	89	102	119	87	85	44
Theft, From Locked Vehicle, \$200-\$400	103	126	123	73	88	37
Theft, From Locked Vehicle, \$50-\$	115	121	93	72	83	33
Theft, From Locked Vehicle, >\$400	369	347	322	416	494	214
Vehicle, Stolen, Auto	449	546	996	921	609	231
Vehicle, Stolen, Truck	95	118	152	167	133	58

Ingleside District

3H41 Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	697			596			1,293		
2003	668	-29	-4.09%	825	229	38.42%	1,493	201	15.51%
2004	963	295	44.16%	741	-84	-10.18%	1,704	211	14.13%
2005	178	-785	-81.52%	10	-731	-98.65%	188	-1,516	-88.97%
2006	0	-178	-100.00%	631	621	6210.00%	631	443	235.64%
2007	3,442	3,442							

3H41 CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul-Dec	Total
2002	51	55	27	24	57	4	218	21	29	13	5	4	19	91	309
2003	11	17	40	48	100	72	288	22	33	33	44	53	47	232	520
2004	55	74	75	31	33	19	287	33	14	37	107	66	84	341	628
2005	43	23	28	4	9	0	107	10	0	0	0	0	0	10	117
2006	0	0	0	0	0	0	0	0	0	0	0	124	135	259	259
2007	193	285	303	272	245	277	1,575							0	1,575

3H44 Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	477			0			477		
2003	62	-415	-87.00%	0	0		62	-415	-87.00%
2004	13	-49	-79.02%	0	0		13	-49	-79.02%
2006	0	-13	-100.00%	553	553		553	540	4153.85%
2007	2,905	2,905							

3H44 CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul-Dec	Total
2002	0	0	26	29	11	0	66	0	0	0	0	0	0	0	66
2003	0	0	0	4	10	0	14	0	0	0	1	0	0	1	15
2004	0	5	0	0	0	0	5	0	0	0	0	0	0	0	5
2005	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2006	0	0	0	0	0	0	0	0	0	0	0	76	181	257	257
2007	243	223	215	242	272	183	1,378							0	1,378

Ingleside Total Hours Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,173			596			1,769		
2003	730	-443	-37.77%	825	229	38.42%	1,555	-214	-12.10%
2004	976	246	33.70%	741	-84	-10.18%	1,717	162	10.42%
2005	178	-798	-81.76%	10	-731	-98.65%	188	-1,529	-89.05%
2006	0	-178	-100.00%	1,184	1,174	11740.00%	1,184	996	529.79%
2007	6,347	6,347							

Ingleside Total CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	51	55	53	53	68	4	284	21	29	13	5	4	19	91	375
2003	11	17	40	52	110	72	302	22	33	33	45	53	47	233	535
2004	55	79	75	31	33	19	292	33	14	37	107	66	84	341	633
2005	43	23	28	4	9	0	107	10	0	0	0	0	0	10	117
2006	0	0	0	0	0	0	0	0	0	0	0	200	316	516	516
2007	436	508	518	514	517	460	2,953							0	2,953

Ingleside Beats - On View Totals				
Year	3H41	3H44	Total	% Change
2006-Non-On View	0	0	0	
2006-On View	0	0	0	
2006 Total	0	0	0	
2007-Non On View	245	92	337	n/a
2007-On View	1,330	1,286	2,616	n/a
2007 Total	1,575	1,378	2,953	n/a

CABLE DATA						
Ingleside District Year by Year Analysis 2002-2007						
Incident	Year - Number of Incidents					
	2002	2003	2004	2005	2006	2007
Battery	495	455	410	433	428	227
Driving, License Suspended or Revoked	369	356	354	417	662	425
Driving, No License Issued	290	284	219	326	340	116
License Plate, Lost	181	199	273	211	207	85
Lost Property	287	382	381	398	276	148
Malicious Mischief, Vandalism to Property	268	236	181	167	276	131
Malicious Mischief, Vandalism to Vehicle	420	365	328	320	363	158
Mental Health Detention	170	222	218	224	262	128
Missing Adult	202	164	185	140	155	78
Missing Juvenile	393	417	308	201	167	95
Phone Calls, Threatening or Annoying	143	96	101	72	75	22
Spouse, Cohabitee, Parent of Child in Common, Inflict Injury	214	227	214	165	217	132
Suspicious Occurrence	453	422	436	414	362	217
Terrorist Threats	362	360	301	281	196	154
Theft, From Locked Vehicle, \$200-\$400	154	142	120	103	88	29
Theft, From Locked Vehicle, >\$400	389	322	274	397	427	188
Vehicle, Recovered, Stolen Outside SF	209	208	214	233	231	118
Vehicle, Stolen, Auto	1,185	1,157	1,538	1,476	1,412	496
Vehicle, Stolen, Truck	323	418	476	551	503	226
Warrant Arrest, Local SF Warrant	208	221	173	174	157	96

Taraval District

3141 Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	487			744			1,231		
2003	728	241	49.38%	421	-324	-43.48%	1,148	-83	-6.74%
2004	375	-353	-48.52%	238	-183	-43.52%	612	-536	-46.69%
2005	429	55	14.55%	655	418	175.79%	1,084	472	77.12%
2006	473	44	10.26%	391	-264	-40.31%	864	-220	-20.30%
2007	1,300	827	174.94%						

3141 CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	92	64	10	0	15	56	237	40	50	28	50	54	33	255	492
2003	34	66	47	23	42	47	259	30	6	39	24	22	28	149	408
2004	42	21	26	17	17	12	135	36	20	27	0	31	2	116	251
2005	0	3	10	26	31	24	94	18	10	17	32	18	11	106	200
2006	25	11	14	6	11	12	79	13	3	8	5	14	32	75	154
2007	29	37	37	23	38	38	202							0	202

3141A Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	904			753			1,657		
2003	784	-121	-13.33%	658	-95	-12.62%	1,442	-216	-13.01%
2004	727	-57	-7.21%	594	-64	-9.73%	1,321	-121	-8.36%
2005	541	-186	-25.58%	603	9	1.52%	1,144	-177	-13.40%
2006	608	67	12.38%	268	-335	-55.56%	876	-268	-23.43%
2007	228	-381	-62.58%						

3141A CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	58	48	34	32	47	42	261	47	36	45	52	46	27	253	514
2003	33	58	51	48	51	33	274	25	21	28	47	34	25	180	454
2004	70	42	38	36	23	17	226	32	46	57	17	37	8	197	423
2005	13	12	23	17	15	18	98	15	13	15	10	10	7	70	168
2006	9	9	15	5	8	4	50	3	8	10	2	0	3	26	76
2007	2	1	8	3	2	1	17							0	17

3I46A Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2006	0			460			460		
2007	2,653	2,653							

3I46A CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2006	0	0	0	0	0	0	0	0	0	0	0	11	46	57	57
2007	91	99	105	66	42	28	431							0	431

Taraval Total Hours Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,391			1,497			2,888		
2003	1,511	120	8.63%	1,079	-419	-27.96%	2,590	-299	-10.34%
2004	1,102	-410	-27.10%	832	-247	-22.90%	1,933	-657	-25.35%
2005	970	-132	-11.94%	1,258	427	51.29%	2,228	295	15.26%
2006	1,081	111	11.44%	1,119	-139	-11.05%	2,200	-28	-1.26%
2007	4,181	3,100	286.81%						

Taraval Total CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	150	112	44	32	62	98	498	87	86	73	102	100	60	508	595
2003	67	124	98	71	93	80	533	55	27	67	71	56	53	329	384
2004	112	63	64	53	40	29	361	68	66	84	17	68	10	313	381
2005	13	15	33	43	46	42	192	33	23	32	42	28	18	176	209
2006	34	20	29	11	19	16	129	16	11	18	7	25	81	158	174
2007	122	137	150	92	82	67	650							0	650

Taraval Beats - On View Totals					
Year	3I41	3I41A	3I46A	Total	% Change
2006-Non-On View	34	33	0	67	
2006-On View	45	17	0	62	
2006 Total	79	50	0	129	
2007-Non On View	64	12	110	186	1.776
2007-On View	138	5	321	464	6.484
2007 Total	202	17	431	650	4.039

CABLE DATA Taraval District Year by Year Analysis 2002-2007						
Incident	Year - Number of Incidents					
	2002	2003	2004	2005	2006	2007
Battery	339	336	310	302	321	152
Burglary, Residence, Forcible Entry	124	104	134	195	102	29
Driving, License Suspended or Revoked	214	191	274	315	261	116
Driving, No License Issued	159	177	112	150	124	51
License Plate, Lost	146	139	199	162	138	65
Lost Property	380	427	450	395	292	150
Malicious Mischief, Vandalism to Property	217	179	150	171	242	100
Malicious Mischief, Vandalism to Vehicle	362	354	384	348	350	173
Mental Health Detention	208	183	153	236	219	106
Missing Adult	145	156	124	121	130	85
Missing Juvenile	442	334	290	285	443	215
Phone Calls, Threatening or Annoying	143	129	83	51	57	22
Spouse, Cohabitee, Parent of Child in Common, Inflict Injury	131	138	130	107	112	46
Suspicious Occurrence	345	340	339	466	382	159
Terrorist Threats	232	219	198	194	165	77
Theft, From Locked Vehicle, \$200-\$400	147	166	139	127	133	53
Theft, From Locked Vehicle, >\$400	398	443	338	513	604	237
Vehicle, Stolen, Auto 10851 CVC	1,000	859	1,406	1,314	1,107	372
Vehicle, Stolen, Truck 10851 CVC	199	185	246	330	239	134
Warrant Arrest, Local SF Warrant	188	167	139	149	93	25

Tenderloin District

3J41A Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	30			156			186		
2003	60	30	100.00%	136	-20	-12.82%	196	10	5.38%
2004	417	357	595.00%	284	148	108.46%	701	505	257.40%
2005	814	397	95.20%	139	-145	-50.97%	953	253	36.05%
2006	180	-634	-77.89%	742	603	433.81%	922	-31	-3.25%
2007	1,166	986	547.50%						

3J41A CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	1	6	0	0	4	0	11	2	1	1	18	7	5	34	45
2003	5	7	18	1	0	0	31	0	0	19	27	0	0	46	77
2004	0	20	7	48	40	3	118	5	8	17	17	39	19	105	223
2005	79	47	46	29	51	14	266	25	5	7	0	0	0	37	303
2006	0	33	17	4	2	10	66	6	30	30	62	86	25	239	305
2007	38	51	103	61	74	73	400							0	400

3J41B Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,008			708			1,716		
2005	27	-981	-97.32%	81	-627	-88.56%	108	-1,608	-93.71%
2006	0	-27	-100.00%	199	118	145.68%	199	91	84.26%
2007	61	61							

3J41B CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	0	0	85	97	102	32	316	80	70	47	0	0	0	197	513
2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	0	0	0	0	2	2	1	0	0	1	1	3	6	8
2006	0	1	0	0	0	0	1	0	5	33	39	12	69	158	159
2007	68	0	1	0	0	0	69							0	69

3J41D									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	235			320			555		
2003	831	596	253.62%	456	136	42.50%	1,287	732	131.89%
2004	664	-168	-20.16%	907	451	98.79%	1,570	283	21.99%
2005	614	-50	-7.46%	555	-352	-38.78%	1,169	-401	-25.54%
2006	1,085	471	76.63%	1,413	858	154.50%	2,497	1,328	113.60%
2007	3,283	2,199	202.72%						

3J41D CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun Total	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	36	30	21	0	16	21	124	7	0	0	32	29	23	91	215
2003	67	93	40	12	5	0	217	13	4	16	3	33	23	92	309
2004	23	53	28	26	6	13	149	35	23	4	92	88	53	295	444
2005	53	55	68	34	27	10	247	11	39	36	38	38	34	196	443
2006	52	67	49	52	58	65	343	42	20	64	48	107	248	529	872
2007	296	230	275	160	201	163	1,325							0	1,325

3J41E Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	178			265			442		
2003	1,374	1,196	673.80%	716	451	170.51%	2,089	1,647	372.62%
2004	624	-750	-54.61%	748	32	4.47%	1,371	-718	-34.37%
2005	852	228	36.57%	781	34	4.48%	1,633	262	19.07%
2006	1,393	541	63.53%	1,021	240	30.67%	2,413	781	47.81%
2007	912	-481	-34.51%						

3J41E CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun Total	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	15	8	2	0	2	15	42	0	0	1	20	15	22	58	100
2003	66	119	97	108	102	42	534	40	4	65	61	26	27	223	757
2004	88	55	36	9	5	18	211	11	16	87	81	55	38	288	499
2005	71	56	106	43	52	56	384	33	28	43	129	42	45	320	704
2006	26	93	134	52	54	89	448	80	22	42	75	103	45	367	815
2007	41	113	64	79	22	89	408							0	408

3J42A Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	10			20			30		
2003	354	344	3440.00%	400	380	1900.00%	754	724	2413.33%
2004	623	269	75.85%	310	-90	-22.50%	933	179	23.67%
2005	136	-487	-78.15%	10	-300	-96.77%	146	-787	-84.34%
2006	4	-132	-97.06%	60	50	500.00%	64	-82	-56.16%
2007	100	96	2400.00%						

3J42A CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul-Dec	Total
2002	0	0	0	2	0	0	2	0	0	0	4	0	0	4	6
2003	4	11	9	12	21	16	73	1	0	34	6	24	23	88	161
2004	17	22	28	20	7	30	124	5	5	14	6	18	33	81	205
2005	20	12	0	0	0	0	32	0	0	4	0	0	0	4	36
2006	0	0	0	0	0	0	0	0	12	0	0	0	5	17	17
2007	2	0	0	0	0	20	22							0	22

3J42D Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	22			35			57		
2003	312	290	1318.18%	5	-30	-86.96%	317	260	460.18%
2004	132	-180	-57.69%	75	71	1566.67%	207	-110	-34.60%
2005	20	-112	-84.85%	4	-71	-94.69%	24	-183	-88.41%
2006	92	72	360.00%	201	197	4933.47%	293	269	1119.60%
2007	382	290	315.22%						

3J42D CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul-Dec	Total
2002	2	0	1	0	0	0	3	1	0	0	0	13	0	14	17
2003	16	32	18	1	0	0	67	0	0	0	4	0	1	5	72
2004	0	5	22	0	4	0	31	13	0	3	10	12	0	38	69
2005	0	2	0	1	0	0	3	0	0	0	1	0	1	2	5
2006	0	3	3	1	0	17	24	4	15	6	1	10	30	66	90
2007	63	37	0	8	0	35	143							0	143

3J42E Beat Staffing									
Year	Jan-Jun Total	Hourly Change	%Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	39			0			39		
2003	784	745	1935.06%	1,082	1,082		1,866	1,827	4745.45%
2004	832	48	6.13%	1,014	-69	-6.33%	1,845	-21	-1.10%
2005	524	-308	-37.04%	352	-662	-65.32%	875	-970	-52.57%
2006	846	322	61.51%	489	138	39.12%	1,335	460	52.51%
2007	596	-250	-29.51%						

3J42E CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	4	0	0	0	0	7	11	0	0	0	0	0	0	0	11
2003	8	52	110	100	7	54	331	85	58	92	80	75	104	494	825
2004	61	43	79	75	51	58	367	38	76	106	23	73	84	400	767
2005	75	53	18	29	4	12	191	28	10	7	42	20	7	114	305
2006	35	75	23	49	33	57	272	25	34	27	3	41	20	150	422
2007	15	33	30	26	33	68	205							0	205

3J43A Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	40			30			70		
2003	8	-32	-80.00%	30	0	0.00%	38	-32	-45.71%
2004	0	-8	-100.00%	10	-20	-66.67%	10	-28	-73.68%
2005	0	0		134	124	1240.00%	134	124	1240.00%
2006	140	140		828	694	517.91%	968	834	622.39%
2007	2,789	2,649	1891.79%						

3J43A CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	1	0	2	1	0	0	4	0	0	0	0	0	0	0	4
2003	0	0	0	2	1	0	3	0	0	0	8	4	0	12	15
2004	0	0	0	0	0	0	0	0	0	1	0	0	0	1	1
2005	0	0	0	0	0	0	0	1	2	0	13	47	6	69	69
2006	12	16	14	4	3	38	87	0	0	27	64	76	97	264	351
2007	89	91	246	179	195	155	955							0	955

3J43B Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2005	0			1,010			1,010		
2006	307	307		379	-631	-62.48%	686	-324	-32.08%
2007	242	-66	-21.34%						

3J43B CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul-Dec	Total
2002	0	0	1	1	0	0	2	1	0	0	0	0	0	1	3
2003	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2004	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2005	0	0	0	0	0	0	0	31	215	73	91	96	94	600	600
2006	63	25	62	3	44	42	239	18	36	74	24	111	110	373	612
2007	179	77	0	1	0	0	257							0	257

3J43D Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2003	126			20			146		
2004	30	-96	-76.19%	27	7	35.00%	57	-89	-60.96%
2005	103	73	241.67%	23	-4	-14.81%	126	69	120.18%
2006	132	30	28.78%	63	40	173.91%	195	70	55.38%
2007	210	78	59.09%						

3J43D CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul-Dec	Total
2002	0	0	0	0	0	0	0	0	0	0	1	0	0	1	1
2003	2	3	22	19	0	0	46	0	0	15	0	0	0	15	61
2004	0	4	9	1	1	0	15	1	0	0	7	11	0	19	34
2005	13	13	0	9	0	0	35	0	1	0	0	0	5	6	41
2006	23	0	10	0	0	0	33	0	0	0	13	1	7	21	54
2007	38	19	31	3	0	24	115							0	115

3J43E Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	0			766			766		
2003	1,084	1,084		872	107	13.91%	1,956	1,191	155.52%
2004	1,114	30	2.77%	1,114	241	27.69%	2,228	271	13.88%
2005	864	-251	-22.49%	453	-661	-59.32%	1,317	-911	-40.90%
2006	59 7	-267	-30.92%	922	469	103.53%	1,519	202	15.34%
2007	426	-171	-28.67%						

3J43E CAD																
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total	
2002	0	0	0	0	0	0	0	0	0	98	100	131	161	490	490	
2003	90	134	101	121	111	68	625	112	96	70	142	100	77	597	1,222	
2004	128	122	89	120	164	93	716	169	115	150	122	122	108	786	1,502	
2005	126	84	70	70	93	29	472	43	56	20	0	25	94	238	710	
2006	68	69	26	1	13	68	245	54	56	21	36	75	69	311	556	
2007	0	0	0	0	0	0	0							0	0	

Tenderloin Total Hours Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	1,561			2,299			3,860		
2003	4,932	3,371	215.95%	3,716	1,418	61.67%	8,648	4,789	124.07%
2004	4,434	-498	-10.10%	4,487	770	20.73%	8,921	272	3.15%
2005	3,952	-482	-10.87%	3,541	-945	-21.06%	7,493	-1,427	-16.00%
2006	4,774	822	20.80%	6,316	2,774	78.33%	11,090	3,596	47.99%
2007	10,165	5,391	112.92%						

Tenderloin Total CAD																
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total	
2002	59	44	112	101	124	75	515	91	71	147	175	195	211	890	1,780	
2003	258	451	415	376	247	180	1,927	251	162	311	331	262	255	1,572	3,144	
2004	317	324	298	299	278	215	1,731	277	243	382	358	418	335	2,013	4,026	
2005	437	322	308	215	227	123	1,632	173	356	190	315	269	289	1,592	3,184	
2006	279	382	338	166	207	386	1,758	229	230	324	365	622	725	2,495	4,990	
2007	829	651	750	517	525	627	3,899							0	3,899	

Tenderloin Beats - On View Totals													
Year	3J41A	3J41B	3J41D	3J41E	3J42A	3J42D	3J42E	3J43A	3J43B	3J43D	3J43E	Total	% Change
2006-Non-On View	9	0	102	122	0	11	93	20	31	10	96	494	
2006-On View	57	1	241	326	0	13	179	67	208	23	149	1,264	
2006 Total	66	1	343	448	0	24	272	87	239	33	245	1,758	
2007-Non On View	71	4	316	88	4	44	41	137	27	17	30	779	0.576923
2007-On View	329	65	1,009	320	18	99	164	818	230	98	93	3,243	1.565665
2007 Total	400	69	1,325	408	22	143	205	955	257	115	123	4,022	1.287827

CABLE DATA						
Tenderloin District Year by Year Analysis 2002-2007						
Incident	Year - Number of Incidents					
	2002	2003	2004	2005	2006	2007
Assault, Aggravated, WI Other Weapon	119	113	99	114	145	62
Battery	406	423	424	399	487	282
Cocaine, Base/Rock Offense	636	690	632	684	488	263
Cocaine, Base/Rock Sales	117	199	238	316	402	274
Driving, License Suspended or Revoked	222	186	150	125	176	129
Driving, No License Issued	142	138	114	106	116	64
Lost Property	239	234	271	263	257	140
Marijuana Offense	189	153	103	56	49	25
Mental Health Detention	237	218	236	290	352	150
Narcotics Paraphernalia, Possession of	116	300	292	249	183	104
Parole Violation	147	119	67	72	73	31
Spouse, Cohabitee, Parent of Child in Common, Inflict Injury	110	95	91	83	98	38
Suspicious Occurrence	265	226	252	270	235	140
Terrorist Threats	190	185	162	205	192	120
Theft, From Locked Vehicle, >\$400	137	148	158	266	299	155
Theft, Petty, with Prior Conviction	149	206	151	174	182	73
Theft, Shoplifting, \$50-\$200	119	126	129	137	116	52
Vehicle, Stolen, Auto	143	154	156	233	212	79
Warrant Arrest, Enroute To Outside Jurisdiction	214	155	133	179	170	83
Warrant Arrest, Local SF Warrant	467	520	362	374	297	199

Citywide Totals

Citywide Total Hours Beat Staffing									
Year	Jan-Jun Total	Hourly Change	% Change	Jul-Dec Total	Hourly Change	% Change	Yearly Total	Hourly Change	% Change
2002	19,875			22,846			42,721		
2003	23,017	3,142	15.81%	20,692	-2,154	-9.43%	43,709	988	2.31%
2004	21,362	-1,655	-7.19%	30,482	9,790	47.31%	51,844	8,135	18.61%
2005	31,117	9,754	45.66%	36,500	6,018	19.74%	67,617	15,772	30.42%
2006	44,713	13,596	43.69%	56,447	19,947	54.65%	101,159	33,543	49.61%
2007	83,475	38,762	86.69%						

Citywide Beats Total CAD															
Year	Jan	Feb	Mar	Apr	May	Jun	Jan-Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jul - Dec	Total
2002	1,020	730	1,098	999	1,098	819	5,764	975	1,265	1,086	1,061	1,090	1,034	6,511	12,275
2003	1,111	1,735	1,742	1,788	1,733	1,462	9,571	1,214	1,401	1,731	1,550	1,309	1,468	8,673	18,244
2004	1,704	1,574	1,739	1,698	1,914	1,499	10,128	1,894	1,953	2,365	2,441	2,329	2,028	13,010	23,138
2005	2,335	2,203	2,465	2,435	2,281	1,923	13,642	2,157	2,132	2,060	2,649	2,523	3,389	14,910	28,552
2006	3,378	3,145	3,496	2,958	3,117	3,339	19,433	3,530	3,542	3,405	3,930	4,774	5,576	24,757	44,190
2007	6,081	5,908	6,537	5,769	5,610	5,084	34,989							0	34,989

Attachment H CAD Response Time Categories

The following is a breakdown of the categories of calls reviewed under the CAD data for the calculation of response times.

CAD Response Time Categories			
Domestic Violence Calls			
DV Calls	000DV	92	No Applicable Call Type (Domestic Violence)
DV Calls	100DV	94	Panic Alarm (Domestic Violence)
DV Calls	222DV	105	Person With a Knife (Domestic Violence)
DV Calls	261DV	106	Rape/Sexual Assault (Domestic Violence)
DV Calls	5150DV	107	Mental Health Detention (Domestic Violence)
DV Calls	800DV	111	Mentally Disturbed Person (Domestic Violence)
DV Calls	811DV	112	Intoxicated Person (Domestic Violence)
DV Calls	852DV	113	Auto Boost/Strip (Domestic Violence)
DV Calls	909DV	116	Interview a Citizen (Domestic Violence)
DV Calls	217DV	145	Shooting (Domestic Violence)
DV Calls	221DV	146	Person With a Gun (Domestic Violence)
DV Calls	240DV	147	Assault/Battery (Domestic Violence)
DV Calls	245DV	148	Aggravated Assault/ADW (Domestic Violence)
DV Calls	594DV	154	Malicious Mischief/Vandalism (Domestic Violence)
DV Calls	650DV	155	Threats (Domestic Violence)
DV Calls	910DV	160	Check on Well Being (Domestic Violence)
DV Calls	416DV	162	Citizen Standby (Domestic Violence)
DV Calls	418DV	163	Fight or Dispute (no weapons)
DV Calls	419DV	164	Fight or Dispute With Weapons (Specify Weapon) (Domestic Violence)
DV Calls	219DV	168	Stabbing or Cutting (Domestic Violence)
DV Calls	602DV	169	Person Breaking In (Domestic Violence)
Homicide			
Homicide	187	5	Homicide
Robbery			
Robbery	211	8	Robbery
Robbery	212	9	Strong-arm Robbery
Robbery	213	10	Purse Snatch
Assault / Battery			
Assault / Battery	240	16	Assault/Battery
Assault / Battery	245	17	Aggravated Assault/ADW
All Weapon Calls			
Weapon Calls	216	11	Shots Fired
Weapon Calls	217	12	Shooting
Weapon Calls	219	13	Stabbing or Cutting
Weapon Calls	221	14	Person With a Gun
Weapon Calls	222	15	Person With a Knife
Weapon Calls	419	29	Flight With Weapons (Specify the Weapon)
Auto Boost			
Auto Boost	852	66	Auto Boost/Strip

CAD Response Time Categories			
Quality of Life Calls			
Quality of Life	311	18	Indecent Exposure
Quality of Life	415	25	Noise Complaint/Disturbing the Peace
Quality of Life	418	28	Fight or Dispute (no weapons)
Quality of Life	594	49	Malicious Mischief/Vandalism
Quality of Life	594	50	Malicious Mischief/Vandalism
Quality of Life	595	51	Malicious Mischief/Graffiti
Quality of Life	601	54	Trespasser
Quality of Life	800	59	Mentally Disturbed Person
Quality of Life	811	63	Intoxicated Person
Quality of Life	910	72	Check on Well Being
Quality of Life	914	76	Person Down
Quality of Life	915	77	Homeless Person
Quality of Life	917	79	Suspicious Person
Quality of Life	647B	110	Prostitute
Quality of Life	415	25	Noise Complaint/Disturbing the Peace
Burglary			
Burglary	459	30	Burglary
Theft			
Theft	487	32	Grand Theft
Theft	488	33	Petty Theft
Auto Theft			
Auto Theft	851	65	Stolen Vehicle

Attachment I CABLE Categories

CABLE Categories		
Alcohol		
Alcohol	17020	Alcohol, License Required To Sell
Alcohol	17030	Liquor Law Violation (general)
Alcohol	17031	Liquor, Furnishing to Habitual Drunkard or Incompetent
Alcohol	17040	Minor Inside On-sale Licensed Premise
Alcohol	17050	Alcohol, Purchasing by Minor
Alcohol	17060	Alcohol, Possession Of By Minor
Alcohol	17070	Alcohol, Sale Of After Hours
Alcohol	17071	Alcoholic Beverage, Procuring Sale of
Alcohol	17072	Soliciting Customer to Purchase Alcoholic Beverage
Alcohol	17080	Alcohol, Sale Of To Minor
Alcohol	17090	Alcohol, Sale To Minor In Bar
Alcohol	17100	Alcohol, Sale Of By Minor
Alcohol	17110	Alcohol, Furnish or Sell to Intox. Person
Alcohol	17120	Alcohol, Solicit the Sale of (B-Girls)
Alcohol	17130	Alcohol, Unlawful Transportation Of
Alcohol	19090	Alcohol, Under Influence Of In Public Place 647(f) Drunk
Alcohol	29080	Juvenile, Intoxicated
Alcohol	29081	Minor, Allowing to Drive Intoxicated or after
Alcohol	30132	Beer Keg, Sale without Receipt or ID Tag
Alcohol	30155	Alcohol, Consuming In Public View
Alcohol	65050	Driving While Under The Influence Of Alcohol
Alcohol	65055	Vehicle, Open Container Of Alcohol In
Alcohol	65056	Driving While Under the Influence of Alcohol w/injury
Assault		
Assault	04011	Assault, Aggravated, WI Gun
Assault	04012	Assault, Aggravated, WI Knife
Assault	04013	Assault, Aggravated, WI Other Weapon
Assault	04014	Assault, Aggravated, WI Force
Assault	04021	Assault, Att. Homicide, WI Gun
Assault	04022	Assault, Att. Homicide, WI Knife
Assault	04023	Assault, Att. Homicide, WI Other Weapon
Assault	04024	Assault, Att. Homicide, WI Force
Assault	04025	Assault, Att. Homicide, Sniping
Assault	04026	Assault, Att. Homicide, Explosives
Assault	04033	Assault, WI Caustic Chemical to Injure or Disfigure
Assault	04043	Assault, WI Poison
Assault	04051	Assault, Att. Mayhem, WI Gun
Assault	04052	Assault, Att. Mayhem, WI Knife
Assault	04053	Assault, Att. Mayhem, WI Other Weapon
Assault	04054	Assault, Att. Mayhem, WI Force
Assault	04061	Assault, Mayhem, WI Gun
Assault	04062	Assault, Mayhem, WI Knife

CABLE Categories		
Assault	04063	Assault, Mayhem, WI Other Weapon
Assault	04064	Assault, Mayhem, WI Bodily Force
Assault	04071	Assault, Aggravated, On Police Officer, WI Gun
Assault	04072	Assault, Aggravated, On Police Officer, WI Knife
Assault	04073	Assault, Aggravated, On Police Off., WI Other Weapon
Assault	04074	Assault, Aggravated, On Police Officer, WI Force
Assault	04076	Assault or Attempted Murder Upon Government Officers
Assault	04104	Assault Non Aggravated
Assault	04114	Assault, Non-Aggravated Att
Assault	04124	Assault During Labor Dispute
Assault	04134	Battery
Assault	04136	Battery with Serious Injuries
Assault	04138	Battery former Spouse or Dating Relationship
Assault	04144	Battery, Sexual
Assault	04145	Assault to Commit Mayhem or Specific Sex Offenses
Assault	04154	Battery, Of A Police Officer
Assault	19080	Assault on School Employee
Burglary		
Burglary	05011	Burglary, Apartment House, Forcible Entry
Burglary	05012	Burglary, Apartment House, Att. Forcible Entry
Burglary	05013	Burglary, Apartment House, Unlawful Entry
Burglary	05014	Burglary Vehicle (arrest made)
Burglary	05015	Burglary Vehicle Att (arrest made)
Burglary	05021	Burglary, Flat, Forcible Entry
Burglary	05022	Burglary, Flat, Att. Forcible Entry
Burglary	05023	Burglary, Flat, Unlawful Entry
Burglary	05031	Burglary, Hotel Room, Forcible Entry
Burglary	05032	Burglary, Hotel Room, Att. Forcible Entry
Burglary	05033	Burglary, Hotel Room, Unlawful Entry
Burglary	05041	Burglary, Residence, Forcible Entry
Burglary	05042	Burglary, Residence, Att. Forcible Entry
Burglary	05043	Burglary, Residence, Unlawful Entry
Burglary	05051	Burglary, Store, Forcible Entry
Burglary	05052	Burglary, Store, Att. Forcible Entry
Burglary	05053	Burglary, Store, Unlawful Entry
Burglary	05061	Burglary, Warehouse, Forcible Entry
Burglary	05062	Burglary, Warehouse, Att. Forcible Entry
Burglary	05063	Burglary, Warehouse, Unlawful Entry
Burglary	05071	Burglary, Other Bldg., Forcible Entry
Burglary	05072	Burglary, Other Bldg., Att. Forcible Entry
Burglary	05073	Burglary, Other Bldg., Unlawful Entry
Burglary	05081	Burglary, Hot Prowl, Forcible Entry
Burglary	05082	Burglary, Hot Prowl, Att. Forcible Entry
Burglary	05083	Burglary, Hot Prowl, Unlawful Entry
Burglary	05111	Burglary, Apt Under Constr., Forcible Entry

CABLE Categories		
Burglary	05112	Burglary, Apt Under Constr., Att. Forcible
Burglary	05113	Burglary, Apt Under Constr., Unlawful Entry
Burglary	05121	Burglary, Flat Under Constr., Forcible Entry
Burglary	05122	Burglary, Flat Under Constr., Att. Forcible
Burglary	05123	Burglary, Flat Under Constr., Unlawful Entry
Burglary	05131	Burglary, Hotel Under Constr., Forcible Entry
Burglary	05132	Burglary, Hotel Under Constr., Att. Forcible
Burglary	05133	Burglary, Hotel Under Constr., Unlawful Entry
Burglary	05141	Burglary, Residence Under Constr, Forcible Entry
Burglary	05142	Burglary, Residence Under Constr, Att. Forcible
Burglary	05143	Burglary, Residence Under Constr, Unlawful Entry
Burglary	05151	Burglary, Non-residential, Forcible Entry
Burglary	05152	Burglary, Non-residential, Att. Forcible
Burglary	05153	Burglary, Non-residential, Unlawful Entry
Burglary	05161	Burglary, Warehouse Under Constr, Forcible Entry
Burglary	05162	Burglary, Warehouse Under Constr, Att. Forcible
Burglary	05163	Burglary, Warehouse Under Constr, Unlawful Entry
Burglary	05171	Burglary, Other Bldg. Under Constr., Forcible Entry
Burglary	05172	Burglary, Other Bldg. Under Constr., Att. Forcible
Burglary	05173	Burglary, Other Bldg. Under Constr., Unlawful Entry
Burglary	05211	Burglary, Safe, Apartment
Burglary	05221	Burglary, Safe, Flat
Burglary	05231	Burglary, Safe, Hotel
Burglary	05241	Burglary, Safe, Residence
Burglary	05251	Burglary, Safe, Store
Burglary	05261	Burglary, Safe, Warehouse
Burglary	05271	Burglary, Safe, Other
Burglary	05311	Burglary Safe Apartment with Explosives
Burglary	05321	Burglary Safe flat with Explosives
Burglary	05331	Burglary Safe Hotel with Explosives
Burglary	05341	Burglary, Safe, Residence, with Explosives
Burglary	05351	Burglary, Safe, Store Explosives
Burglary	05361	Burglary, Safe, Warehouse, with Explosives
Burglary	05371	Burglary, Safe, Other, with Explosives
Drugs		
Drugs	16010	Marijuana Offense
Drugs	16020	Marijuana, Planting / Cultivating
Drugs	16030	Marijuana, Possession
Drugs	16040	Marijuana, Sale
Drugs	16050	Marijuana, Furnishing
Drugs	16060	Marijuana, Transportation
Drugs	16070	Marijuana, Encouraging Minor to Use
Drugs	16100	Heroin Offense
Drugs	16110	Heroin, Possession for Sales
Drugs	16120	Heroin, Sales

CABLE Categories		
Drugs	16130	Heroin, Transportation
Drugs	16140	Heroin, Encouraging Minor to Use
Drugs	16210	Opiate Offense
Drugs	16220	Opiates, Possession for Sale
Drugs	16230	Opiates, Sale
Drugs	16240	Opiates, Transportation
Drugs	16250	Opiates, Encouraging Minor to Use
Drugs	16310	Opium, Derivative Offense
Drugs	16320	Opium, Possession for Sale
Drugs	16330	Opium, Sale
Drugs	16340	Opium, Transportation
Drugs	16350	Opium, Encouraging Minor to Use
Drugs	16410	Hallucinogenic Offense
Drugs	16420	Hallucinogenic, Possession for Sale
Drugs	16430	Hallucinogenic, Sale
Drugs	16440	Hallucinogenic, Transportation
Drugs	16450	Hallucinogenic, Encouraging Minor to use
Drugs	16510	Barbiturates, Possession
Drugs	16520	Barbiturates, Possession for Sales
Drugs	16530	Barbiturates, Sale
Drugs	16540	Barbiturates, Transportation
Drugs	16550	Barbiturates Offense
Drugs	16560	Peyote Cultivating or Processing
Drugs	16610	Opium Offense
Drugs	16612	Opium, Possession for Sale
Drugs	16614	Opium, Sale
Drugs	16616	Opium, Transportation
Drugs	16618	Opium, Encouraging Minor to Use
Drugs	16620	Cocaine Offense
Drugs	16621	Cocaine, Base/Rock Offense
Drugs	16622	Cocaine, Possession for Sale
Drugs	16623	Cocaine, Possession of Base/Rock for Sale
Drugs	16624	Cocaine, Sale
Drugs	16625	Cocaine, Base/Rock Sale
Drugs	16626	Cocaine, Transportation
Drugs	16628	Cocaine, Encouraging Minor to Use
Drugs	16629	Cocaine, Schoolyard Sales
Drugs	16630	Methadone Offense
Drugs	16632	Methadone, Possession for Sale
Drugs	16634	Methadone, Sale
Drugs	16636	Methadone, Transportation
Drugs	16638	Methadone, Encouraging Minor to Use
Drugs	16640	Amphetamine Offense
Drugs	16642	Amphetamine, Possession for Sale
Drugs	16644	Amphetamine, Sale

CABLE Categories		
Drugs	16645	Controlled Substance Violation, Loitering for
Drugs	16646	Amphetamine, Transportation
Drugs	16648	Amphetamine, Encouraging Minor to Use
Drugs	16650	Methamphetamine Offense
Drugs	16652	Methamphetamine, Possession for Sale
Drugs	16654	Methamphetamine, Sale
Drugs	16656	Methamphetamine, Transportation
Drugs	16658	Methamphetamine, Encouraging Minor to Use
Drugs	16660	Controlled Substance Offense
Drugs	16662	Controlled Substance, Possession for Sale
Drugs	16664	Controlled Substance, Sale
Drugs	16666	Controlled Substance, Transportation
Drugs	16668	Controlled Substance, Encouraging Minor to Use
Drugs	16700	Controlled Substance, Presence Where Used
Drugs	16705	Maintaining Premise Where Narcotics are Sold/Used
Drugs	16710	Narcotics Paraphernalia, Possession of
Drugs	16711	Hypodermic Needle or Syringe, Possession
Drugs	16712	Drug Lab Apparatus, Possession
Drugs	16720	Prescription, Forge or Alter
Drugs	16740	Controlled Substance, Under the Influence of
Drugs	16750	Narcotics Addict, Failure To Register
Drugs	16760	Money Offense Related to Narcotics Trafficking
Drugs	16780	Firearm, Armed While Possessing Controlled Substance
Drugs	19095	Drugs, Under Influence in a Public Place 647(f) Drugs
Drugs	29060	Glue Sniffing, Juvenile
Drugs	65057	Driving While Under the Influence of Drug w/injury
Drugs	65060	Driving While Under The Influence Of Drugs
Malicious Mischief		
Malicious Mischief	28090	Malicious Mischief, Letter, Opening Sealed
Malicious Mischief	28100	Malicious Mischief, Breaking Windows
Malicious Mischief	28110	Malicious Mischief, Breaking Windows with BB Gun
Malicious Mischief	28120	Malicious Mischief, Building under Construction
Malicious Mischief	28130	Malicious Mischief, Fictitious Phone Calls
Malicious Mischief	28140	Malicious Mischief, Street Car/Buses
Malicious Mischief	28150	Malicious Mischief, Vandalism to Property
Malicious Mischief	28160	Malicious Mischief, Vandalism to Vehicle
Malicious Mischief	28161	Malicious Mischief, Tire Slashing
Malicious Mischief	28164	Vandalism or Graffiti, Real or Personal Property
Malicious Mischief	28165	Malicious Mischief, Graffiti, Real or Personal Property
Malicious Mischief	28166	Vandalism or Graffiti Tools, Possession
Malicious Mischief	28167	Vandalism with Noxious Chemical
Malicious Mischief	28168	Aerosol Container, Sale, Purchase, or Possession of
Malicious Mischief	28169	Graffiti on Government Vehicles or Public Transportation
Murder		
Murder	01000	Homicide

CABLE Categories		
Murder	01001	Homicide, WI Gun
Murder	01002	Homicide, WI Sharp Object
Murder	01003	Homicide, WI Other Weapon
Murder	01004	Homicide, WI Force
Murder	01005	Homicide by Sniping
Murder	01007	Homicide Drive-by
Murder	01041	Manslaughter Voluntary W/ Gun
Murder	01042	Manslaughter Voluntary W/Sharp Object
Murder	01043	Manslaughter Voluntary W/ Other Weapons
Murder	01044	Manslaughter Voluntary W/ Force
Murder	01051	Homicide Justifiable By Police Officer W/Gun
Murder	01052	Homicide Justifiable by Police Officer W/Knife
Murder	01053	Homicide Justifiable by Police Officer W/ Weapon
Murder	01054	Homicide Justifiable BY Police Officer W/Force
Murder	01061	Homicide Excusable W/ Gun
Murder	01062	Homicide Excusable W/Sharp Object
Murder	01063	Homicide Excusable W/ Other Weapon
Murder	01064	Homicide Excusable with Force
Murder	01072	Manslaughter by Vessel
Murder	01074	Homicide Justifiable by Other Persons
Prostitution		
Prostitution	13010	House of Prostitution, Keeping or Residing in
Prostitution	13020	Pandering
Prostitution	13030	Pimping
Prostitution	13040	Prostitution, Placing Wife in House of
Prostitution	13050	Prostitution, Purchase Female for the Purpose of
Prostitution	13060	Solicits for Acts of Prostitution
Prostitution	13070	Soliciting to Visit House of Prostitution
Prostitution	13072	Procurement Pimping & Pandering
Prostitution	13073	Minor Abduction of for Prostitution
Prostitution	13075	Loitering for Purpose of Prostitution
Prostitution	13110	Solicits Lewd Act
Prostitution	13111	Engages in Lewd Act
Prostitution	13115	Engaging in Lewd Act
Prostitution	13120	Loitering Around Public Toilet for Lewd Act
Prostitution	14016	Sex Act Agreement of Parent to Pay Minor Victim of
Prostitution	14017	Obscene Matter Distribution to Minors
Prostitution	14020	Sex Offender, Failure To Register for Sexual Assault of Adult
Prostitution	14031	Sexual Contact with Patient former Patient
Prostitution	14040	Indecent Exposure (Adult Victim)
Prostitution	14042	Bathroom Hole Looking through
Prostitution	14044	Indecent Exposure (Juvenile Victim)
Prostitution	14050	Oral Copulation, Unlawful (Juvenile Victim)
Prostitution	14060	Obscene Matter (General)
Prostitution	14070	Sodomy (Juvenile Victim)

CABLE Categories		
Prostitution	14071	Bigamy Incest and the Crime Against Nature (general)
Prostitution	15010	Child Under 14 Willful Abandonment or Non Support of
Prostitution	15015	Child Inflicting Physical Pain, Mental Suffering or Death
Prostitution	15016	Child Abuse Exploitation
Prostitution	15017	Child Abuse Pornography
Prostitution	15020	Persuading Child Under 14 to go Somewhere for Sex Act
Prostitution	19040	Obscene or Lewd Plays/Performances
Prostitution	30220	Apparel of Opposite Sex, Wearing to Deceive
Quality of Life		
Quality of Life	09023	Endless Chain Schemes Ponzi Schemes
Quality of Life	09024	Fraudulent Game or Trick Obtaining Money or Property
Quality of Life	09050	Solicitation for Charity Fraudulent
Quality of Life	09261	Manufacture or Sale of Counterfeit Goods
Quality of Life	19060	Obstructing Public Thoroughfare
Quality of Life	19062	Lodging in Park
Quality of Life	19065	Begging or Panhandling 647(c) PC District
Quality of Life	19075	Loitering, Obstructing
Quality of Life	27040	Littering or Dumping that Creates Traffic Hazard
Quality of Life	27100	Public Nuisance, Maintaining
Quality of Life	27110	Public Nuisance, Maintaining After Notification
Quality of Life	27190	Spitting on Sidewalk
Quality of Life	27195	Trespassing
Quality of Life	27197	Trespassing or Loitering Near Posted Industrial Property
Quality of Life	27198	Loitering Without Lawful Business With Owner or Occupant
Quality of Life	27199	Lodging Without Permission
Quality of Life	27200	Trespassing On Railroad Trains
Quality of Life	27201	Evading Payment of Railroad Fare
Quality of Life	30050	Fortune Telling
Quality of Life	30070	Obscene Movies or Acts
Quality of Life	30080	Obstructions On Streets, Sidewalks
Quality of Life	30130	Peddling Without A License
Quality of Life	30131	Scalping Tickets
Quality of Life	30150	Trash, Placing On The Street
Quality of Life	30191	Soliciting, Aggressive
Quality of Life	64040	Loitering and Peeking into Inhabited Structure
Quality of Life	30003	Permit Violation, Advertising Use of Vehicle
Quality of Life	30004	Permit Violation, Advertising Handbill Distribution
Quality of Life	30005	Permit Violation, Valet Parking
Quality of Life	30006	Permit Violation, Sidewalk Sales
Quality of Life	30007	Permit Violation, Entertainment
Quality of Life	30008	Permit Violation, Second-Hand Dealer
Quality of Life	30009	Push-Cart Peddler Permit Violation
Quality of Life	30010	Permit Violation, Advertising Distributors
Quality of Life	30011	Massage Establishment Permit Violation
Quality of Life	30060	Charitable Solicitations, Permit Violation

CABLE Categories		
Quality of Life	30090	Permit Violation, Taxi
Quality of Life	30100	Permit Violation, Cabaret
Quality of Life	30110	Permit Violation, Dance Hall
Robbery		
Robbery	03081	Car-jacking with a Gun
Robbery	03082	Carjacking with a Knife
Robbery	03083	Car-jacking with a Dangerous Weapon
Robbery	03084	Car-jacking with Bodily Force
Robbery	03011	Robbery, Street or Public Place, WI Gun
Robbery	03012	Robbery, Street or Public Place, WI Knife
Robbery	03013	Robbery, Street or Public Place, WI Other Weapon
Robbery	03014	Robbery, Street or Public Place, WI Force
Robbery	03021	Robbery, Comm. Establ., WI Gun
Robbery	03022	Robbery, Comm.. Establ. WI A Knife
Robbery	03023	Robbery, Comm.. Establ. WI Weapon
Robbery	03024	Robbery, Comm.. Establ., WI Force
Robbery	03031	Robbery, Service Station, WI Gun
Robbery	03032	Robbery, Service Station, WI Knife
Robbery	03033	Robbery, Service Station WI Other Weapon
Robbery	03034	Robbery, Service Station, WI Force
Robbery	03041	Robbery, Chain Store, WI Gun
Robbery	03042	Robbery, Chain Store, WI Knife
Robbery	03043	Robbery, Chain Store, WI Other Weapon
Robbery	03044	Robbery, Chain Store, WI Force
Robbery	03051	Robbery, Residence, WI Gun
Robbery	03052	Robbery, Residence, WI Knife
Robbery	03053	Robbery, Residence, WI Other Weapon
Robbery	03054	Robbery, Residence, WI Force
Robbery	03061	Robbery, Bank, WI Gun
Robbery	03062	Robbery, Bank, WI Knife
Robbery	03063	Robbery, Bank, WI Other Weapon
Robbery	03064	Robbery, Bank, WI Force
Robbery	03071	Robbery, WI Gun
Robbery	03072	Robbery, WI Knife
Robbery	03073	Robbery, WI Other Weapon
Robbery	03074	Robbery, WI Force
Robbery	03091	Robbery Att ATM GUN
Robbery	03092	Robbery Att ATM Knife
Robbery	03093	Robbery Att ATM Other Weapon
Robbery	03094	Robbery Att ATM Force
Robbery	03311	Robbery, Assault W/Gun
Robbery	03312	Robbery, Assault W/Knife
Robbery	03313	Robbery, Assault W/Deadly Weapon
Robbery	03314	Robbery, Assault W/Bodily Force
Robbery	03321	Robbery, Assault Commercial, W/Gun

CABLE Categories		
Robbery	03322	Robbery, Assault Commercial, W/Knife
Robbery	03323	Robbery, Assault Commercial, W/Weapon
Robbery	03324	Robbery, Assault Commercial, W/Bodily Force
Robbery	03331	Robbery, Assault Service Station W/Gun
Robbery	03332	Robbery, Assault Service Station W/Knife
Robbery	03333	Robbery, Assault Service Station W/Deadly Weapon
Robbery	03334	Robbery, Assault Service Station W/Bodily Force
Robbery	03341	Robbery, Assault Chain Store, W/Gun
Robbery	03342	Robbery, Assault Chain Store, W/Knife
Robbery	03343	Robbery, Assault Chain Store, W/Deadly Weapon
Robbery	03344	Robbery, Assault Chain Store, W/Bodily Force
Robbery	03351	Robbery, Assault, Residence W/Gun
Robbery	03352	Robbery, Assault, Residence W/Knife
Robbery	03353	Robbery, Assault, Residence W/Deadly Weapon
Robbery	03354	Robbery, Assault, Residence W/Bodily Force
Robbery	03361	Robbery, Assault, Bank W/Gun
Robbery	03362	Robbery, Assault, Bank W/Knife
Robbery	03363	Robbery, Assault, Bank W/Deadly Weapon
Robbery	03364	Robbery, Assault, Bank W/Force
Robbery	03371	Robbery, W/Gun
Robbery	03372	Robbery, W/Knife
Robbery	03373	Robbery, W/Deadly Weapon
Robbery	03374	Robbery, W/Bodily Force
Robbery	03411	Robbery, Att., Street or Public Place, WI Gun
Robbery	03412	Robbery, Att., Street or Public Place, WI Knife
Robbery	03413	Robbery, Att., Street or Public Place, WI Other Weapon
Robbery	03414	Robbery, Att., Street or Public Place, WI Force
Robbery	03421	Robbery, Att., Comm. Establ., WI Gun
Robbery	03422	Robbery, Att., Comm. Establ. WI Knife
Robbery	03423	Robbery, Att., Comm. Establ. With Other Weapon
Robbery	03424	Robbery, Att., Comm. Establ., WI Force
Robbery	03431	Robbery, Att., Service Station, WI Gun
Robbery	03432	Robbery, Att., Service Station, WI Knife
Robbery	03433	Robbery att, service station, with other weapon
Robbery	03434	Robbery, Att., Service Station WI Force
Robbery	03441	Robbery, Att., Chain Store, WI Gun
Robbery	03442	Robbery, Att., Chain Store, WI Knife 664/212.5(c) PC 5J200
Robbery	03443	Robbery, Att., Chain Store, WI Other Weapon
Robbery	03444	Robbery, Att., Chain Store, WI Force
Robbery	03451	Robbery, Att., Residence, WI Gun
Robbery	03452	Robbery, Att., Residence, WI Knife
Robbery	03453	Robbery, Att., Residence, WI Other Weapon
Robbery	03454	Robbery, Att., Residence, WI Force
Robbery	03461	Robbery, Att., Bank, WI Gun
Robbery	03462	Robbery, Att., Bank, WI Knife

CABLE Categories		
Robbery	03463	Robbery, Att., Bank, WI Other Weapon
Robbery	03464	Robbery, Att., Bank, WI Force
Robbery	03471	Robbery, Att., WI Gun
Robbery	03472	Robbery, Att., WI Knife
Robbery	03473	Robbery, Att., WI Other Weapon
Robbery	03474	Robbery, Att., WI Force
Robbery	03481	Robbery, Vehicle for Hire Att. W/ Gun
Robbery	03482	Robbery, Vehicle for Hire Att. W/ Knife
Robbery	03483	Robbery, Vehicle for Hire Att W/ Other Weapon
Robbery	03484	Robbery, Vehicle for Hire Att W/ Force
Robbery	03491	Robbery, ATM, Gun Att
Robbery	03492	Robbery, ATM, Knife, Att
Robbery	03493	Robbery, ATM, Other Weapons Att
Robbery	03494	Robbery, ATM, Force Att
Theft		
Theft	06110	Theft, Pickpocket, Attempted
Theft	06111	Theft, Pickpocket, <\$50
Theft	06112	Theft, Pickpocket, \$50-\$200
Theft	06113	Theft, Pickpocket, \$200-\$400
Theft	06114	Theft, Pickpocket, >\$400
Theft	06120	Theft Drunk Roll Att
Theft	06121	Theft Drunk Roll <\$50
Theft	06122	Theft Drunk Roll \$50-\$200
Theft	06123	Theft Drink Roll \$200 - \$400
Theft	06124	Theft Drunk Roll >\$400
Theft	06125	Theft of Checks or Credit Cards
Theft	06126	Theft of Computers or Cell Phones
Theft	06130	Theft, Purse Snatch, Att
Theft	06131	Theft, Purse Snatch, <\$50
Theft	06132	Theft, Purse Snatch, \$50-\$200
Theft	06133	Theft, Purse Snatch, \$200-\$400
Theft	06134	Theft, Purse Snatch, >\$400
Theft	06140	Theft by Prostitute Att
Theft	06141	Theft, By Prostitute, <\$50
Theft	06142	Theft, By Prostitute, \$50-\$200
Theft	06143	Theft, By Prostitute, \$200-\$400
Theft	06144	Theft, By Prostitute, <\$50
Theft	06150	Theft, From Person, Att. (other than Pickpocket)
Theft	06151	Theft, From Person, <\$50 (other than Pickpocket)
Theft	06152	Theft, From Person, \$50-\$200
Theft	06153	Theft, From Person, \$200-\$400 (other than Pickpocket)
Theft	06154	Theft, From Person, >\$400 (other than Pickpocket)
Theft	06157	Dead Person Removing Items
Theft	06210	Theft, Motorcycle Strip, Att
Theft	06211	Theft, Motorcycle Strip, <\$50

CABLE Categories		
Theft	06212	Theft, Motorcycle Strip, \$50-\$200
Theft	06213	Theft, Motorcycle Strip, \$200-\$400
Theft	06214	Theft, Motorcycle Strip, >\$400
Theft	06220	Theft, From Unlocked Vehicle
Theft	06221	Theft, From Unlocked Vehicle
Theft	06222	Theft, From Unlocked Vehicle
Theft	06223	Theft, From Unlocked Vehicle, \$200-\$400
Theft	06224	Theft, From Unlocked Vehicle, >\$400
Theft	06230	Theft, Vehicle Strip, Attempted
Theft	06231	Theft, Vehicle Strip, <\$50
Theft	06232	Theft, Vehicle Strip, \$50-\$200
Theft	06233	Theft, Vehicle Strip, \$200-\$400
Theft	06234	Theft, Vehicle Strip, >\$400
Theft	06240	Theft, From Locked Vehicle
Theft	06241	Theft, From Locked Vehicle
Theft	06242	Theft, From Locked Vehicle
Theft	06243	Theft, From Locked Vehicle
Theft	06244	Theft, From Locked Vehicle
Theft	06300	Theft, From Building, Att
Theft	06301	Theft: From Building, <\$50
Theft	06302	Theft, From Building, \$50-\$200
Theft	06303	Theft, From Building, \$200-\$400
Theft	06304	Theft, From Building, >\$400
Theft	06310	Theft, Bicycle, Att
Theft	06311	Theft, Bicycle, <\$50, no serial number
Theft	06312	Theft, Bicycle, \$50-\$200
Theft	06313	Theft, Bicycle, \$200-\$400
Theft	06314	Theft, Bicycle, >\$400
Theft	06340	Theft, Coin Operated Machine
Theft	06341	Theft, Coin Operated Machine
Theft	06342	Theft, Coin Operated Machine
Theft	06343	Theft, Coin Operated Machine
Theft	06344	Theft, Coin Operated Machine
Theft	06350	Theft, Phone Booth
Theft	06351	Theft, Phone Booth
Theft	06352	Theft, Phone Booth
Theft	06353	Theft, Phone Booth
Theft	06354	Theft, Phone Booth
Theft	06360	Theft, Shoplifting
Theft	06361	Theft, Shoplifting
Theft	06362	Theft, Shoplifting
Theft	06363	Theft, Shoplifting
Theft	06364	Theft, Shoplifting
Theft	06365	Theft, Petty, with Prior Conviction
Theft	06370	Theft of Other Property, Att

CABLE Categories		
Theft	06371	Theft, Other Property, <\$50
Theft	06372	Theft, Other Property, \$50-\$200
Theft	06373	Theft, Other Property, \$200-\$400
Theft	06374	Theft, Other Property, >\$400
Theft	06375	Theft Boat
Theft	06376	Theft Airplane
Theft	06385	Theft Grand Agricultural
Theft	06386	Theft Grand Firearm
Theft	06391	Theft Grand by Fiduciary >\$400 in 12 months
Theft	06394	Theft from Merchant or Library
Theft	06395	Theft of Written Instrument
Theft	06396	Theft of Utility Services
Theft	06397	Trade Secrets Theft or Unauthorized Copying
Theft	06398	Theft of Telecommunication Services including Clone Phone
Theft	06399	Cloned Cellular Phone Use
Theft	06400	Theft of Animals (general)
Theft	10110	Theft, Trick & Device, Misd
Theft	10115	Theft, Trick And Device, Felony
Theft	10117	Theft, Trick And Device, Att
Theft	10120	Theft, False Pretenses, Misd
Theft	10125	Theft, False Pretenses, Felony
Theft	10140	Theft, Short Change
Theft	10145	Theft, Short Change
Theft	11010	Stolen Property, Possession (various)
Theft	27090	Theft, Lost Property, Petty
Vehicle Theft		
Vehicle Theft	07021	Vehicle, Stolen, Auto
Vehicle Theft	07022	Vehicle, Stolen, Bus
Vehicle Theft	07023	Vehicle, Stolen, Motorcycle
Vehicle Theft	07024	Vehicle, Stolen, Mobile Home or House Trailer
Vehicle Theft	07025	Vehicle, Stolen, Truck
Vehicle Theft	07026	Vehicle, Stolen, Other Vehicle
Vehicle Theft	07027	Auto Grant Theft of
Vehicle Theft	07030	Auto Unlawful Subleasing of
Vehicle Theft	07051	Vehicle, Stolen, Attempted
Vehicle Theft	07052	Vehicle, Embezzled
Vehicle Theft	07056	Vehicle Rental Failure to Return
Weapons		
Weapons	12065	Destructive Device, Possession
Weapons	12070	Fire Bomb, Possession or Use
Weapons	12080	Firearm, Possession by Prohibited Person
Weapons	12090	Firearm Possession of Loaded
Weapons	12100	Firearm, Possession of Loaded
Weapons	12110	Machine Gun or Sawed off Shotgun, Possession
Weapons	12120	Weapon, Prohibited, Possession or Sale, Mfg., Import

CABLE Categories		
Weapons	12130	Weapon, Tear Gas, Possession by Prohibited Persons
Weapons	12140	Firearm, Tampering with Marks
Weapons	12150	Explosives, Illegal Transportation
Weapons	12160	Weapon Deadly Possession of to Violate
Weapons	12161	Weapon Deadly Possessing in Public Building or Open Meeting
Weapons	12162	Sniperscope Possession of
Weapons	12163	Weapon Possession or Bring Other on School Grounds
Weapons	12164	Switchblade Knife Possession
Weapons	12165	Armor Penetrating Ammunition Possession
Weapons	12166	Firearm Carrying Loaded with Intent to Commit Felony
Weapons	12167	Weapon Deadly Carrying with Intent to Commit Assault
Weapons	12168	Firearm Loaded in Vehicle Possession or Use
Weapons	12169	Firearm Possession of While Wearing Mask
Weapons	12171	Weapon Assault Registration or Transfer or Transfer Violation
Weapons	12173	Ammunition Possession by Prohibited Person
Weapons	19083	Firearm Possession in School Zone
Weapons	27173	Weapon, Deadly, Exhibiting to Resist Arrest