



**CITY AND COUNTY OF SAN FRANCISCO**

**OFFICE OF THE CONTROLLER**

**Ben Rosenfield  
Controller**

**Monique Zmuda  
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.

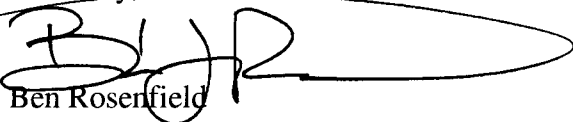
- Foot patrols increase the community's perception of safety. Eighty-two percent of those responding to the telephone survey and 73% of those responding to the written survey felt safer as a result of foot patrols.
- The SFPD did not meet all of the legislation requirements including consistently filing 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 16<sup>th</sup> 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