



City and County of San Francisco
Office of the Controller
City Services Auditor

**REQUEST FOR PROPOSALS (RFP) FOR
San Francisco Police Department (SFPD)
District Station Boundaries Analysis
RFP#CON2013-18**

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Questions & Answers

1. What is the background of the problem that this work is supposed to address? Has there been dissatisfaction by community groups, police administration, police union, or city officials regarding station boundaries? If so, what were the specific issues and which group brought them forth? In other words, what are the specific issues (staffing imbalances, low service levels, equality of services by area, etc.) that this work should address?

The request to analyze current police district boundaries and make data-driven recommendations for updated police district boundaries came from the Chief of Police in response to the SFPD Headquarters and Southern Station move to a new building in another police district as well as workload parity issues across certain police districts. In addition, San Francisco Administrative Code Section 2A.86 requires a comprehensive review of district station boundaries every ten years; the last such review was completed in 2008. For more information about this Administrative Code requirement please see:

[http://www.amlegal.com/nxt/gateway.dll/California/administrative/chapter2aexecutivebranch?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco_ca\\$anc=JD_2A.86](http://www.amlegal.com/nxt/gateway.dll/California/administrative/chapter2aexecutivebranch?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$anc=JD_2A.86)

Per Section 1.3 of the RFP, Background of the San Francisco Police District Station Boundaries Analysis, the SFPD Southern Police Station and Police Administration Headquarters are slated to move from the Hall of Justice building to the new Public Safety building in the Bayview police district by November 2014. The relocation of the Southern Station into the Public Safety building without changing existing police district boundary lines would leave the South of Market neighborhood without a police facility and would effectively create two police stations in the Bayview district. In addition, significant residential, commercial, and transportation developments are underway throughout San Francisco with relatively larger impacts in the southern and eastern corridors of the City. As a result, in the next decade, residential growth is forecasted to grow from 800,000 people to one million people, various economic sectors are projected to expand, and vehicular and pedestrian traffic patterns will be affected. Effective and strategic deployment of police resources is crucial to providing public safety under these changing conditions. Moreover, as demonstrated in the 2008 District Station Boundaries Analysis, the 2008 Organizational Assessment of the San Francisco Police Department, and more recent analysis by the SFPD, workload is not balanced across the police districts.

As per the stated project objectives, this project should specifically create boundaries that:

- Achieve workload parity (e.g., calls for service, incident reports, citations, and specials events)
- Minimize response times
- Preserve integrity of neighborhoods and other constructed or natural boundaries
- Adjust for district-specific operational considerations
- Provide a more logical alignment with political boundaries, where possible

•Are in line with police station facilities pursuant to the City's Capital plan

2. What CAD/Records Management system does the SFPD now use? Can calls for service data be reliably and readily accessed by area, day, and hour?

The Department of Emergency Management (DEM) is the Public Safety Answering Point (PSAP) for all 9–1–1 emergency and non-emergency calls that originate within San Francisco, including Police, Fire, and Emergency Medical Services. DEM also provides dispatch services to the Police Department, Fire Department, Sheriff's Department, and Department of Parking and Traffic. DEM's Computer Aided Dispatch (CAD) system tracks all of the information about the call, routes it to the appropriate police or fire dispatcher, and maintains a record of all activities related to that call at a high level of detail including area, day, and hour. The existing system, Tiburon Stratus CAD, is expected to be upgraded to the latest version of Tiburon Command CAD by March of 2014. For an example of the type of analysis that can be performed using the CAD data, please refer to the 2008 San Francisco Police Department Organizational Assessment written by Police Executive Research Forum (PERF).

http://www.sfcontroller.org/ftp/uploadedfiles/controller/csa/performance/SF_Org_Review_Final_Report_Transmit_letter.pdf

The SFPD's Records Management System for its online incident reporting is housed within the SFPD's Crime Data Warehouse (CDW) which leverages Oracle technology. The Online Incident Reporting System is a web-based system that allows SFPD personnel to enter, manage, and search incident reports in a fully searchable data warehouse that went live in the beginning of 2012. In FY13/14, the SFPD will be expanding the CDW functionality to include: i) geo-coding and mapping of calls for service and crime incidents; ii) enhanced Google-like search capability; and iii) property incident reports filed by the public. Thereafter, the CDW will include predictive policing and case tracking functionality.

3. Does the SFPD currently have an automated system of deploying patrol units that takes into account time spent on various patrol tasks, response time to emergency and urgent calls, availability of back-up units, etc? If so, what is the name and version of that system?

No. The SFPD does not currently have an automated system of deploying patrol units that takes into account time spent on various patrol tasks, response time to emergency and urgent calls, and availability of back-up units.

However, this information (e.g., priority of call, police reporting district of occurrence, time first unit dispatched, time first unit arrived on scene, time last unit cleared from scene, etc.) would be available from the CAD system which is owned by DEM. For more information about CAD, please see response to Question #2.

4. Does the SFPD currently have an interactive mapping system in place to plot crime and service demands? If so, what is the name and version of that system?

Yes. The Crime Analysis Unit (CAU) within the SFPD uses Crime View software (part of the Omega software suite) which extracts incident reports from the SFPD's CABLE system, the legacy records management system that is being maintained with incident reports generated from CDW and calls for service from the Tiburon CAD system. CAU uses ESRI ArcMap software (Version 9.3.1) to plot crime incidents and calls for service in reports or maps.

5. What will be the role of SFPD staff to provide and evaluate data that can be produced by their various systems?

The City Services Auditor (CSA), SFPD Project Sponsor, and Contractor team will be the point persons to facilitate the data identification, collection, and evaluation.

During Task 3, the CSA, SFPD Project Sponsor, and Contractor team will confirm the criteria for analysis, including the data needed, the owner of the data, as well as the preferred format of the data with key stakeholders. During stakeholder working sessions (Task 3B), the Contractor shall identify and problem solve any data issues (e.g., data cleaning and geo-coding) that may arise.

6. What will be the role of the SFPD command staff in this effort?

SFPD Commanders are key project stakeholders as they are charged with managing the SFPD. The Contractor shall identify the roles and responsibilities of these project stakeholders as well as how to best engage them to maximize acceptance and ownership of the recommended redistricting proposal that will be presented to the Police Commission for approval (Task 2).

As discussed in Task 6B, the Contractor shall present key workload assessment findings, the interactive redistricting model, and initial updated district station boundary options to SFPD Commanders. The Contractor will subsequently update district station boundary options and develop a preferred police redistricting option per Command staff feedback.

7. Does this project require citizen engagement in the form of public hearings or a method for collection of public input?

Yes. The Chief of Police will introduce final recommended district boundaries at a public hearing before the Police Commission for their consideration. The Police Commission is responsible for making proposed updates to district station boundaries publically available and for receiving public feedback during a subsequent 90-day comment period. After the 90-day public comment period has ended, the Police Commission is responsible for making a final decision regarding changes to existing police district boundaries. Any updates to district boundary lines per the Police Commission's final decision shall be made by the SFPD or provided by the Contractor as an "as-needed service" (Task 7).

Pursuant to San Francisco Charter Section 4.127, any final decision by the Police Commission that establishes additional district stations, abandons or relocates any district station, or consolidates any two or more district stations will require a hearing with and the approval of the Board of Supervisors. For more information about this Charter requirement, please see:

[http://www.amlegal.com/nxt/gateway.dll/California/charter_sf/articleivexecutivebranch-boardscommissio?f=templates\\$fn=default.htm\\$3.0\\$vid=amlegal:sanfrancisco_ca\\$anc=JD_4.127](http://www.amlegal.com/nxt/gateway.dll/California/charter_sf/articleivexecutivebranch-boardscommissio?f=templates$fn=default.htm$3.0$vid=amlegal:sanfrancisco_ca$anc=JD_4.127)

The Contractor involvement in citizen engagement is limited to i) presenting the executive project sponsors' final recommended police redistricting boundaries to the Police Commission (Task 6E); and ii) preparing redistricting overview materials (e.g., project briefers, fact sheets, frequently asked questions and answers, "as-is" and "to-be" maps). These materials will be used by the Chief of Police and Controller to brief the Mayor's Office and Board of Supervisors regarding recommended changes to existing police district boundaries as well as by SFPD District Captains to discuss recommended changes to current district boundaries with community stakeholders within their districts (Task 6D).

8. Is "the Interactive Redistricting Model and GIS Mapping Tool" envisioned to be a desktop or a web application?

The Interactive Redistricting Model and GIS Mapping Tool could be either a tool available on a desktop or via a web application. If the tool is not accessible via a web application, it will need to be available on a laptop computer for presentations to the Executive Project Sponsors, SFPD stakeholders, and to the Police Commission.

9. How many meetings with SFPD are envisioned for this project?

SFPD stakeholder engagement will be determined in Tasks 1 and 2 of this RFP and will vary by SFPD stakeholder type (i.e., Chief, Command Staff, Captains/Lieutenants).

In addition to project status meetings with key SFPD stakeholders, this project will require meetings with SFPD stakeholders pertaining to the confirmation of police station redistricting objectives and data needed for analysis (Task 3). Lastly, the Contractor will conduct presentations of police district boundary findings, district boundary restructuring options, and final recommendations to the SFPD Chief, Command Staff, District Captains and Lieutenants (Task 6).

10. Has the City established a budget for this project? If so, is the project budget available?

All CSA projects have an established budget. For this RFP solicitation, the project budget is not being made available at this time.

11. Which recommendations (if any) suggested by the PSSG in their 2008 final report have been implemented or are currently in the process of implementation?

Of the below final recommendations from PSSG's (Public Safety Strategies Group, LLC) SFPD District Station Boundaries Analysis Final Report (2008), recommendations Nos. 3, 5, and 6 are in progress of being implemented:

1. Realign boundaries to create five new districts from the existing ten districts.
2. Build a single station to serve the northeast corner of the City.
3. Retrofit existing stations to accommodate growth, support productivity and address safety and security concerns.
4. Reuse vacated stations to house specialized units to deploy resources more strategically throughout the City, thereby increasing police presence and visibility.
5. Update technology to enhance planning capabilities and management.
6. Conduct a workflow assessment to decrease error rates in records and data sets.

12. The workload listed by station area in the PSSG report did not include the time consumed by patrol units on the various service calls by hour of day, day of week, or season. Neither was time spent on administrative tasks nor time spent on directed patrols/special operations reported. Were these data considered important to assessing patrol workload but not available in 2008, or were they not seen as essential factors in determining patrol staffing by geographic area?

In the PSSG's SFPD District Station Boundaries Analysis Final Report (2008), workload was assessed by total calls for service by officer. However, in a simultaneous organizational assessment of the SFPD conducted by the Police Executive Research Forum (PERF), average time consumed by activity type (i.e., calls for service, administrative tasks, and community policing) across police districts was analyzed.

For this SFPD District Station Boundaries Analysis, the exact criteria and data to be analyzed for the workload assessment will be confirmed in Task 2, but will likely include an analysis of calls for service and time spent by police activity type across police districts.

13. Are a comprehensive analysis of patrol time and how that relates to scheduling and staffing by geographic area considered necessary components to completing the proposed study?

Per Task 4 of this RFP, one of the goals of this project is to provide a baseline, geo-spatial assessment of current SFPD workload, such as calls for service, time spent on responding to calls for service, and other duties performed by patrol officers by police district, to verify that the current workload is equally balanced across police districts and sectors, given existing staffing assignments. Assessing workload distribution by geographic unit will establish district baseline workload information from which to identify changes that may need to be made to the SFPD's current district station boundaries and patrol deployment process.

Minimum staffing requirements for the SFPD are already established by the San Francisco Charter, and the SFPD is currently implementing a multi-year staffing plan to meet this minimum staffing requirement. However, as part of the workload assessment for this project, the reallocation of existing resources across districts could be a means by which to achieve workload parity (in addition to or separate from moving existing district boundary lines).

In Task 3, the project team will confirm exact SFPD workload data to be analyzed, SFPD service goals, and a weighting system with which to assess current workload data.

The Proposer should identify the most appropriate approach and deliverables required to meet the goals of the current workload analysis.

14. Is cross-district patrol dispatching to service calls considered problematic at times in some areas? Is this considered a boundary issue to be analyzed?

Cross-district patrol dispatching is only utilized by the SFPD as a secondary response for priority calls.

The identification of key redistricting criteria and boundaries issues (e.g., calls for service parity, service goals, neighborhood cohesion, existing and proposed infrastructure/development, etc.) will occur during facilitated working group sessions with key stakeholders (Task 2).