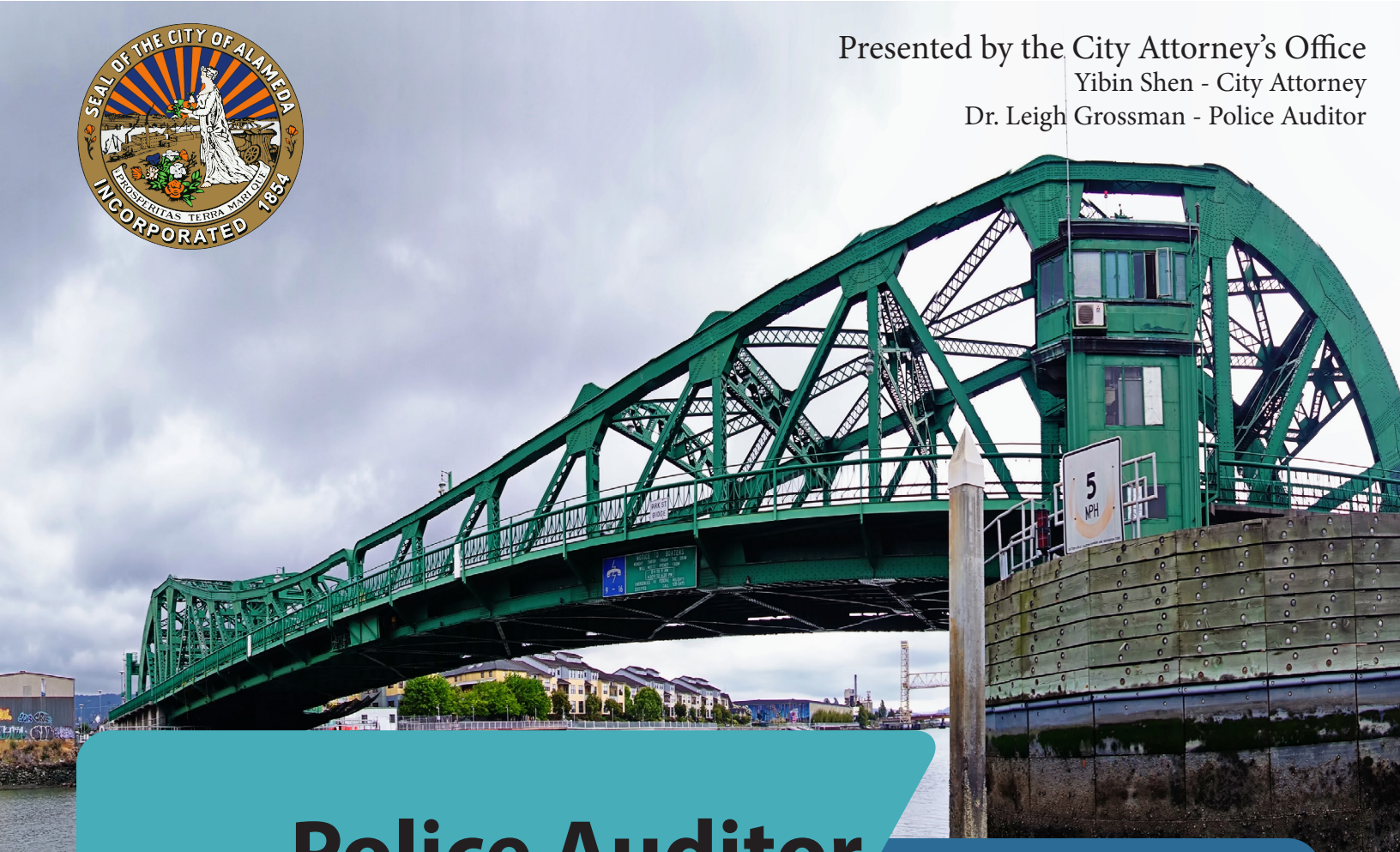




Presented by the City Attorney's Office  
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# Police Auditor

## Community Survey

### Follow-up

### Inspection

# December

# 2023



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## Introduction

In February 2022, the Alameda Police Department (APD) acquired software and began working with SPIDR Tech to provide individuals who called the police department and crime victims status updates on their calls and cases. For 911 and non-emergency callers, the software provides text messages with additional information and resources and advises of delays. For crime victims, the software allows for case updates to be sent by text or email. An additional benefit of the software is a survey tool designed to gather feedback from those who had contact with members of the Department. Survey invites are automatically sent by text message or email. Though not the original purpose of the software, the Department fully embraced the survey component and reviews feedback daily.

Overall, survey responses have portrayed APD and its members in a positive light. From February 2022 through the end of October 2023, over 7,000 individuals who contacted the police through 911 and the non-emergency number have completed the survey. The below chart lists the main survey questions and the average responses. Respondents can select one of five choices ranked from 1 – very dissatisfied to 5 – very satisfied.

### Key CAD Survey Questions and Average Responses from February 2022 to October 2023

Question	Average Response (Out of 5)
How satisfied are you with your experience with the dispatcher that you spoke with?	4.46
How satisfied are you with the professionalism of the Alameda police officer that you spoke with?	4.72
Overall, how satisfied were you with the Alameda Police Department?	4.32

A complete list of survey questions and results for the 21-month period can be found in Appendix A of this document.

When the Department receives a response from someone who is “somewhat dissatisfied” or “very dissatisfied”, it is expected that someone from the Department will follow-up to better understand the nature of the dissatisfaction. There are no written instructions detailing when a follow-up needs to occur, who does the follow-up, or what the follow-up looks like. A verbal directive was issued by the Chief of Police in early 2023. A reminder email was issued in July 2023. The Police Auditor spoke with the captain of the Bureau of Field Services to better understand their expectations for survey responses that indicate dissatisfaction.

The captain indicated that survey follow-up is triggered when someone selects “somewhat dissatisfied” or “very dissatisfied” on one of the three questions listed in the above chart. For those expressing dissatisfaction with the dispatcher, the dispatch supervisors complete the follow-up. For the questions about the officer or overall satisfaction, the patrol lieutenant (typically for the officer that took the lead for the call) will do the review.

Since there are no written requirements for the follow-up, each follow-up may consist of different types of review including: listening to the audio tapes or computer-aided dispatch (CAD) notes, reviewing body worn camera footage, calling the respondent, or discussing the incident with the dispatcher or officer. The reviewer is expected to make a note in the CAD log that indicates they reviewed the incident due to the survey response. At the end of each work week, the captain expects a summary of some of the reviews and the actions taken to ensure any issues are addressed.

## Methods

The purpose of this inspection was to verify that surveys with “somewhat dissatisfied” and “very dissatisfied” responses were being reviewed. Since the memos to the captain do not need to contain information on every follow-up conducted, the easiest way to confirm a review was completed is through the CAD notes.

The Police Auditor selected the months of August and September 2023 for review. During the two-month period, 596 surveys were submitted although not every question needed to be answered for a survey to be submitted.

For every response with a “somewhat dissatisfied” and “very dissatisfied” response, the Police Auditor looked up the incident’s CAD notes through the Department’s records management system RIMS. If the notes mentioned survey follow-up by a dispatch supervisor for the dispatch question or by a lieutenant for the remaining two questions, the survey was considered reviewed. The name of the person who entered the note was tracked as well as the date. If no follow-up was conducted, the name of the officer who responded to the scene was tracked.

## Results

Of the 596 submitted CAD surveys, 14% (86/596) indicated dissatisfaction with at least one of the three satisfaction questions. The table below provides the number of dissatisfied responses per question. Please note that respondents could have indicated a dissatisfied response to more than one question. Because of this, the numbers below will exceed 86 surveys.

Question	Total # of Responses	# Somewhat Dissatisfied	# Very Dissatisfied
How satisfied are you with your experience with the dispatcher that you spoke with?	591	26	24
How satisfied are you with the professionalism of the Alameda police officer that you spoke with?	416	6	4
Overall, how satisfied were you with the Alameda Police Department?	590	38	33

Of the 86 surveys with at least one dissatisfied response, 71% (61/86) had some follow-up indicated in the CAD notes by either or both the dispatch supervisor or lieutenant. For some surveys, two types of follow-up were required, one by the dispatch supervisor and one by the lieutenant. For the dispatch question, dispatch supervisors completed their follow-up 88% of the time. For the 10 surveys that noted dissatisfaction with the officer, follow-up was conducted by the lieutenant 60% of the time. For the question about overall satisfaction with the Department, follow-up was conducted 39% of the time.

Question	Who Should have Completed Follow-up	Survey Follow-up Noted	Survey Follow-up Not Noted	No Officer Assigned to Call	Total
How satisfied are you with your experience with the dispatcher that you spoke with?	Dispatch Supervisor	88% (44)	12% (6)	N/A	100% (50)
How satisfied are you with the professionalism of the Alameda police officer that you spoke with?	Lieutenant	60% (6)	40% (4)	0% (0)	100% (10)
Overall, how satisfied were you with the Alameda Police Department?	Lieutenant	39% (28)	45% (32)	15% (11)	100% (71)

By month, those who completed surveys in August indicated dissatisfaction with one of the survey questions 17% of the time. That rate decreased in September to 13%. Additionally, almost double the number of surveys were completed in September compared to August.

	# of Surveys with at Least One Dissatisfied Response	# of Surveys Completed	Dissatisfaction Rate
August	33	193	17%
September	53	403	13%

Comparing the follow-up for surveys completed in August to surveys completed in September, dispatch supervisors had a higher follow-up rate in September. Though numbers are small, surveys that indicated dissatisfaction with the officer had a lower follow-up rate in September compared to August. Finally, for the question about the Department overall, the follow-up rate decreased slightly in September.

	August		September	
	Survey Follow-up Noted	Survey Follow-up Not Noted	Survey Follow-up Noted	Survey Follow-up Not Noted
How satisfied are you with your experience with the dispatcher that you spoke with?	82% (14)	18% (3)	91% (30)	9% (3)
How satisfied are you with the professionalism of the Alameda police officer that you spoke with?	67% (4)	33% (02)	50% (2)	50% (2)
Overall, how satisfied were you with the Alameda Police Department?	42% (13)	58% (18)	38% (15)	62% (25)

While no timeframe for follow-up was provided to dispatch supervisors or lieutenants, follow-up is expected to be timely. Eighty-six percent of dispatch follow-up was completed within one week. For lieutenants, 48% of follow-up was completed within one week. Three follow-ups by a lieutenant took more than 29 days due to a vacation.

Days Between Survey Completion and Follow-up	Dispatch Supervisors	Lieutenants
1-7 days	86% (38)	48% (15)
8-14 days	7% (3)	29% (9)
15-21 days	5% (2)	6% (2)
22-28 days	2% (1)	6% (2)
29+ days	0% (0)	10% (3)
Total	100% (44)	100% (31)

For every survey with follow-up indicated, the name of the individual who did the follow-up was noted. If follow-up should have been conducted and was not, the individual who should have conducted the follow-up was identified based on the name of the officer who responded. There are five lieutenants who were assigned to patrol at some point during the review period. There were three dispatch supervisors who completed the dispatch follow-up. The dispatch supervisors will be considered as one group and the lieutenants will be considered individually.

As noted earlier in this report, dispatch supervisors completed 88% of their follow-ups. For the lieutenants, follow-up rates varied. While the names were anonymized for the public report, the Chief of Police was provided the names of the lieutenants to address those who failed to complete their follow-ups.

	Survey Follow-up Completed	Survey Follow-up Not Completed.	Total
Lieutenant 1	100% (8)	0% (0)	100% (8)
Lieutenant 2	20% (1)	80% (4)	100% (5)
Lieutenant 3	27% (3)	73% (8)	100% (11)
Lieutenant 4	50% (3)	50% (3)	100% (6)
Lieutenant 5	84% (16)	16% (3)	100% (19)
Dispatch Supervisors	88% (44)	12% (6)	100% (50)

## Recommendations

Overall, the dispatch supervisors have a high follow-up rate. One reason for this might be that the name of the dispatcher who answered the call is noted in the survey response output so supervisors have the ability to easily know who the follow-up should be assigned to.

The follow-up rate for most of the lieutenants needs to be improved. While two lieutenants had follow-up rates above 80%, three had follow-up rates of 50% or less and conducted follow-ups on fewer than five surveys over a two-month period.

The Police Auditor identified a few ways to increase the follow-up rate for the lieutenants.

- Memorialize the requirements and procedure for conducting survey follow-up in a written document. Ensure the following are included:
  - What types of responses require follow-up.
  - How to determine who is responsible for follow-up.
  - Timelines for completing follow-up.
  - How follow-up should be conducted (reviewing body camera footage, call logs, reviewing reports, follow-up phone calls).
  - How to document that follow-up was completed.
- The Department should reach out to the vendor to have them add the name of the officer that responded to the call to the survey output. This will make it easier to determine which lieutenant is responsible for follow-up.
- Determine who should be responsible for follow-up when no officer was assigned to a call but the respondent indicated they were dissatisfied with the officer or overall with the Department.

During the review of the surveys and follow-up, the Police Auditor identified a couple of survey modifications that may be useful to the Department.

- Remove some of the demographic questions. Questions asking about gender, race, and age may be helpful to ensure discrimination is not occurring, however, questions about marital status, number of dependents, education, and household income are less likely to provide useful information to the Department and may make respondents uncomfortable. The Department should review the demographic questions and remove or modify them as appropriate.

- The surveys include a space for respondents to provide additional comments, questions, or concerns. Open ended questions allow for the respondent to provide information without any constraints, however, they are difficult to analyze. The Police Auditor recommends adding two questions where the respondent can select all that apply. The first can highlight positives with the dispatcher, officer, or overall interaction and the second can highlight any negatives. This will make it easier to gauge feelings over time.

### **Department Response**

Following their review of this report, the Department agreed to the following:

- Within 60 days, the Department will release a training bulletin which will document the process for survey follow-up.
- The Department will reach out to the survey vendor to have them add the responding officer's name to the survey output.
- Within the above mentioned training bulletin, the Department will identify who will be responsible for follow-up when no officer was assigned to the call.
- The Department will reach out to the survey vendor to have them remove the demographic questions about marital status, dependents, education, living situation, and income. The demographic questions were initially grouped together and provided by the vendor.

Rather than add two additional questions to the survey that highlight positives or negatives with their experience, the Department prefers the lieutenants gather that information directly from the respondent.

**Appendix A**

Did you recently call the Alameda Police Department?

Yes – 7,087

No – 120

Total Responses – 7,207

What was the nature of your contact?

Emergency – 1,275

Non-Emergency – 5,772

Total Responses – 7,047

How satisfied are you with your experience with the dispatcher that you spoke with?

Very dissatisfied - 232

Somewhat dissatisfied – 233

Neither satisfied or dissatisfied - 382

Satisfied – 1,421

Very satisfied – 4,802

Total Responses – 7,070

Did you interact with an Alameda Police Officer?

Yes – 5,092

No – 1,954

Total Responses – 7,046

How satisfied are you with the professionalism of the Alameda Police Officer that you spoke with?

Very dissatisfied – 82

Somewhat dissatisfied – 77

Neither satisfied or dissatisfied - 142

Satisfied – 588

Very satisfied – 4,201

Total Responses – 5,090

Was your situation resolved to your satisfaction?

Yes – 3,321

No – 640

Not Applicable – 1,093

Total Responses – 5,054



Overall, how satisfied were you with the Alameda Police Department?

Very dissatisfied – 262  
Somewhat dissatisfied – 303  
Neither satisfied or dissatisfied - 492  
Satisfied – 1,308  
Very satisfied – 3,878  
Total Responses – 6,243

Please indicate your affiliation with the city of Alameda (select all that apply)?

Business owner in Alameda – 507  
Employed in Alameda – 811  
Resident of Alameda – 4,719  
Visitor to Alameda – 667  
Total Responses – 6,704

How safe do you feel living/being in the City of Alameda?

Not safe at all – 260  
Not safe – 565  
Neither safe or unsafe – 1,185  
Safe – 3,570  
Extremely safe – 1,415  
Total Responses – 6,995

How many times in the past year have you had contact with the Alameda Police Department?

1-2 – 4,997  
3-4 – 1,072  
5-6 – 327  
7-8 – 143  
9 or more – 346  
Total Responses – 6,885

Did you find the electronic correspondence sent by the Police Department helpful?

Yes – 5,836  
No – 1,028  
Total Responses – 6,864

If given the option, would you have preferred to file your report online?

Yes – 1,069  
No – 5,844  
Total Responses – 6,913

Do you have any additional comments, questions or concerns?

Open ended question

Demographic data collection began on May 2, 2022.

How do you identify?

Female – 3,163

Male – 2,880

Non-binary – 21

None of these – 55

Total Responses – 6,119

With which racial group do you most closely identify? (Question was modified for surveys after September 18, 2023 so there will be two sets of answers for this question.)

May 2, 2022 – September 18, 2023

American Indian/Alaskan Native – 128

Asian – 861

Black/African American – 446

Native Hawaiian or Other Pacific Islander – 134

White/Caucasian – 3,093

None of These – 855

Total Responses - 5,517

September 19, 2023 – October 31, 2023

African American/Black – 44

American Indian/First Nation/Alaska Native/Indigenous – 12

Asian/Asian-American – 66

Hispanic/Latino/a/x – 46

Middle Eastern – 8

Multi Ethnic/Multi Racial – 16

Pacific Islander/Native Hawaiian – 5

Prefer not to Answer – 41

Prefer to Self-Describe (open ended) – 14

White – 244

Total Responses - 496

Follow-up question asked on surveys through September 18, 2023, “Are you Hispanic or Latino?” This question was removed when the new racial groups were added. Unfortunately when this question was removed, all responses were removed and we cannot provide the data for the full May 2, 2022 to September 18, 2023 period.

What is your age?

Less than 18 – 30  
18-24 – 132  
25-34 – 664  
35-44 – 1,203  
45-54 – 1,425  
55-64 – 1,376  
65-74 – 907  
75 years or older – 328  
Total Responses – 6,065

Do you identify as a member of the LGBTQ+ community?

Yes – 423  
No – 5,474  
Total Responses – 5,897

What is your marital status?

Divorced – 968  
Married or domestic partner – 3,215  
Single, never married – 1,495  
Widowed – 219  
Total Responses – 5,897

How many dependents do you have?

None – 2,920  
1 – 1,143  
2 – 1,091  
3 – 487  
4 or more – 285  
Total Responses – 5,866

What is the highest level of education you have completed?

Some high school – 167  
High school degree or equivalent – 1,343  
Trade/vocational school – 679  
Bachelor's degree – 2,337  
Master's degree – 1,175  
Doctorate degree – 387  
Total Responses – 6,088

What is your current household income?

\$0-\$24,999 – 577  
\$25,000-\$49,999 – 567  
\$50,000-\$74,999 – 643  
\$75,000-\$99,999 – 585  
\$100,000-\$149,999 – 898  
\$150,000-\$199,999 – 654  
More than \$200,000 – 1,095  
Total Responses – 5,039

Which of the following best describes your current living situation in the city of Alameda?

Homeowner – 2,710  
Renter – 2,186  
Living with friends or family – 203  
Hotel/Motel – 46  
Living in a shelter or transitional housing – 29  
Unsheltered or in a place not ordinarily inhabited (car, park, etc.) – 38  
Other - 658  
Total Responses – 5,870