

SFPD Staffing Analysis

Public Safety & Neighborhood Services



CITY & COUNTY OF SAN FRANCISCO

Police Department

04.14.2022

Background & Context

2017 – 2019

Per BOS Resolution No. 63-17, SFPD forms Task Force on Strategic Police Staffing.

Staffing Task Force

**Matrix
Consulting
Group**

2020

Matrix releases report.
Voters approve
Proposition E.

**Proposition
E**

**SFPD
Staffing
Analysis**

2019 – 2020

SFPD hires police staffing expert to develop methodologies with input from Staffing Task Force and conduct the staffing analysis.

2021

Police Commission prescribes staffing analysis methodologies in Resolution No. 21-60.
SFPD conducts analysis.

Staffing Task Force

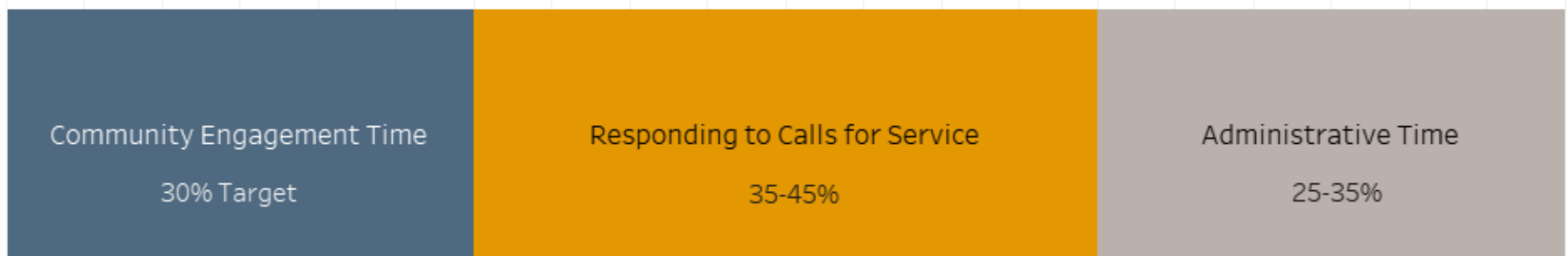
Community Members	Carolyn Thomas, Dr. James Taylor
Police Staffing Experts	Craig Fraser, Leonard Matarese
City Partners and Data Analysts	Samara Marion (DPA), Anne Raskin (DEM), Heather Littleton (Controller)
Police Commissioners	John Hamasaki, Thomas Mazzucco, Dion-Jay Brookter
Police Department	Commanders O'Sullivan and Ford, Captain Paul Yep, Lieutenant Nicole Jones
Task Force Administration	Executive Director Catherine McGuire, Celeste Berg

The Task Force met **six times** through **summer 2018** to **fall 2019**.

Methodologies Used to Determine Staffing

Workload-based Methodology

This analysis uses community generated calls for service – **demand for police services** – and a target percentage of time devoted to community engagement to determine recommended staffing levels.



The workload-based methodology using calls for service from the public is the **industry best practice**, used in previous SFPD staffing analyses: Matrix Consulting Group (2020), Controller's Office (2018), PERF (2008).

Methodologies Used to Determine Staffing

Ratio-based Methodology

Recommended staffing scales based on the value of another metric, such as span of control for street-level supervision.

1 Sergeant to 6 Officers – police organization standard

Fixed Post Methodology

Recommended staffing is determined based on **operational coverage needs**. Positions and teams must be staffed across time of day and day of week.

Non-scaling Methodology

Recommended staffing does not correspond to workload or scale to another metric.

Results of the Staffing Analysis

The results of the analysis indicate that the San Francisco Police Department has a **significant staffing deficit** across both sworn and non-sworn professional staff.

Summary of Staffing Analysis Results						
	<i>SWORN</i>			<i>CIVILIAN</i>		
	Current	Recommended	Need	Current	Recommended	Need
Bureau						
Field Operations Bureau	1,263	1,528	+265	68	82	+14
Investigations Bureau	278	322	+44	98	136	+38
Special Operations Bureau	151	199	+48	23	24	+1
Administration Bureau	84	80	(4)	121	148	+27
Strategic Management Bureau	11	11	0	64	96	+32
Chief of Staff	40	39	(1)	46	66	+20
Chief's Office	3	3	0	1	2	+1
DEPARTMENT TOTAL	1,830	2,182	+352	421	554	+133

"Current" figure is as of September 2021.

Department Staffing – Comparison to Previous Analysis

Recommended Staffing Comparison			
	Matrix (2020)	Sept 2021	Apr 2022
CURRENT SWORN	1,911	1,830	1,723
<i>Additional Staffing Required</i>	+265	+352	+459
RECOMMENDED SWORN	2,176	2,182	2,182
<i>Difference - Matrix Recommended</i>	<i>Base: 2,176</i>	+6	+6
<i>Difference - Current Sworn</i>	<i>Base: 1,911</i>	(81)	(188)

*Includes all Citywide Sworn except 1) Disability Leave and 2) Academy Recruits.

Field Operations Bureau – Metro Division

Metro Division						
	<i>SWORN</i>			<i>CIVILIAN</i>		
	Current	Recommended	Need	Current	Recommended	Need
Co. A - Central Station	145	180	+35	7	8	+1
Co. B - Southern Station	133	176	+43	5	6	+1
Co. D - Mission Station	145	181	+36	8	9	+1
Co. E - Northern Station	138	180	+42	6	7	+1
Co. J - Tenderloin Station	131	143	+12	5	6	+1
DIVISION TOTAL	692	860	+168	31	36	+5

Staffing need identified across the Metro Division District Stations is **primarily in Sector Patrol**, with resource need also identified in **specialized station assignments** such as Footbeat, Homeless Outreach, and Housing Officers.

Field Operations Bureau – Golden Gate Division

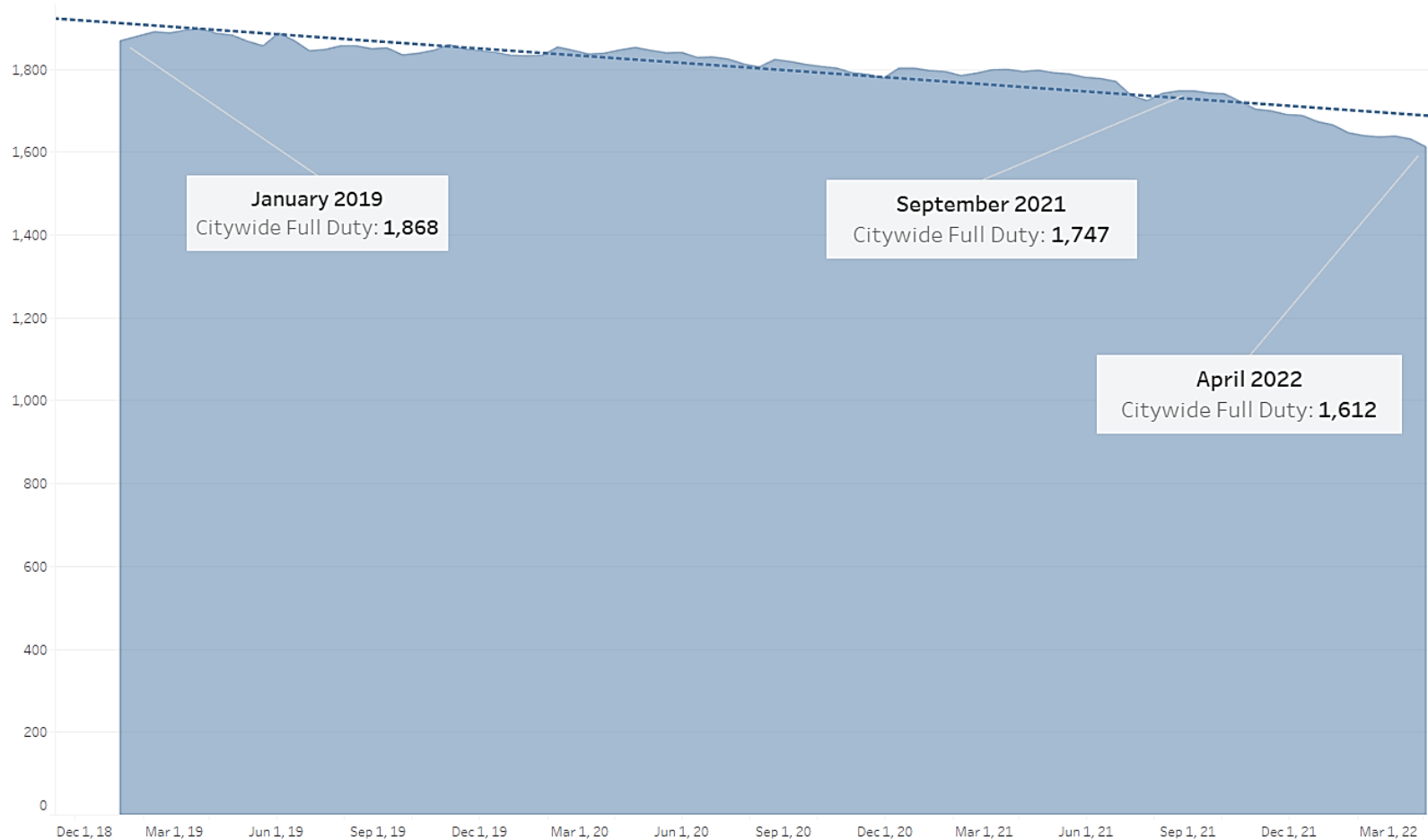
Golden Gate Division						
	<i>SWORN</i>			<i>CIVILIAN</i>		
	Current	Recommended	Need	Current	Recommended	Need
Co. C - Bayview Station	135	153	+18	6	7	+1
Co. F - Park Station	82	88	+6	5	6	+1
Co. G - Richmond Station	82	98	+16	5	6	+1
Co. H - Ingleside Station	116	155	+39	5	6	+1
Co. I - Taraval Station	96	118	+22	5	6	+1
DIVISION TOTAL	511	612	+101	26	31	+5

Staffing need identified across the Golden Gate Division District Stations is **primarily in Sector Patrol**, with resource need also identified in **specialized station assignments** such as Footbeat, Homeless Outreach, and Housing Officers.

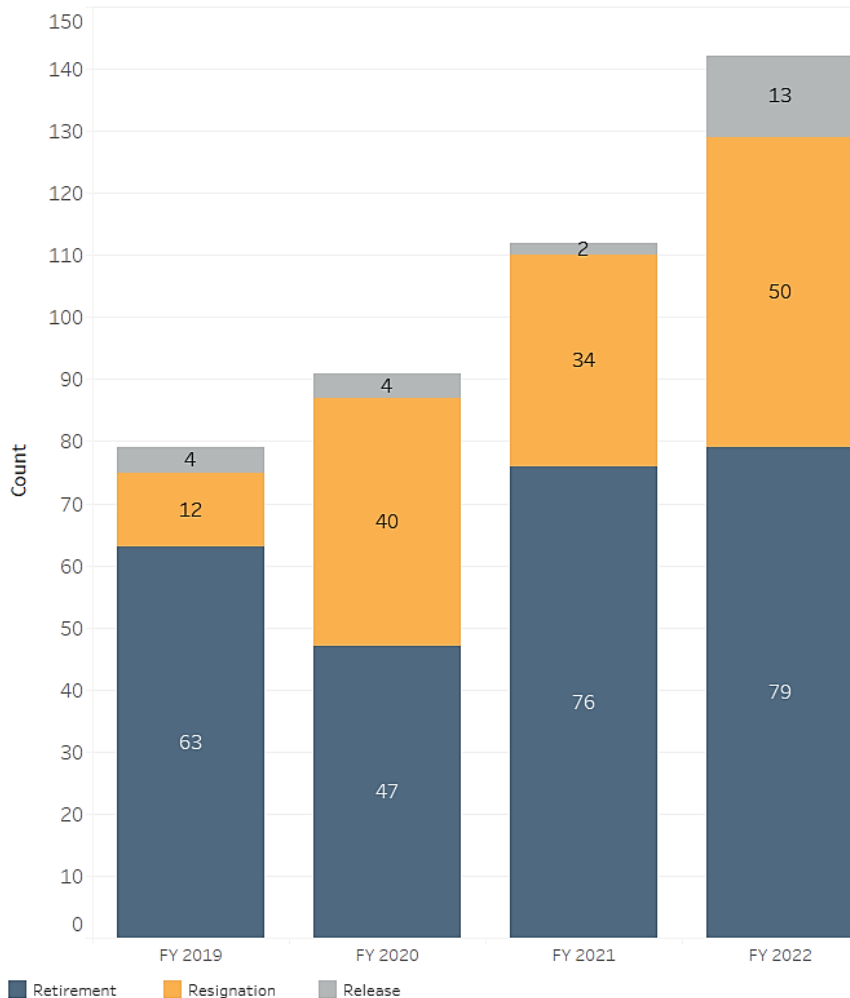
Professional Staff Analysis – Takeaways & Themes

- SFPD has a significant need for highly trained professional staff to support **analytical, technical, and management functions** throughout the Department.
 - Analytical: BAT, Crime Strategies Division, Staff Services
 - Policy and Reform: Policy & Public Affairs, Written Directives
 - Technical: IT functions including Project Management, Applications
 - Management: Support staff at the District Stations and in units such as ALU and Permits, CED
- SFPD has a need for professional staff who possess **specialized skillsets**, such as Criminalists and Police Service Aides (PSAs).

Sworn full duty staffing in the City has **declined by roughly 14%** from January 2019 to April 2022, from **1,868** to **1,612**.



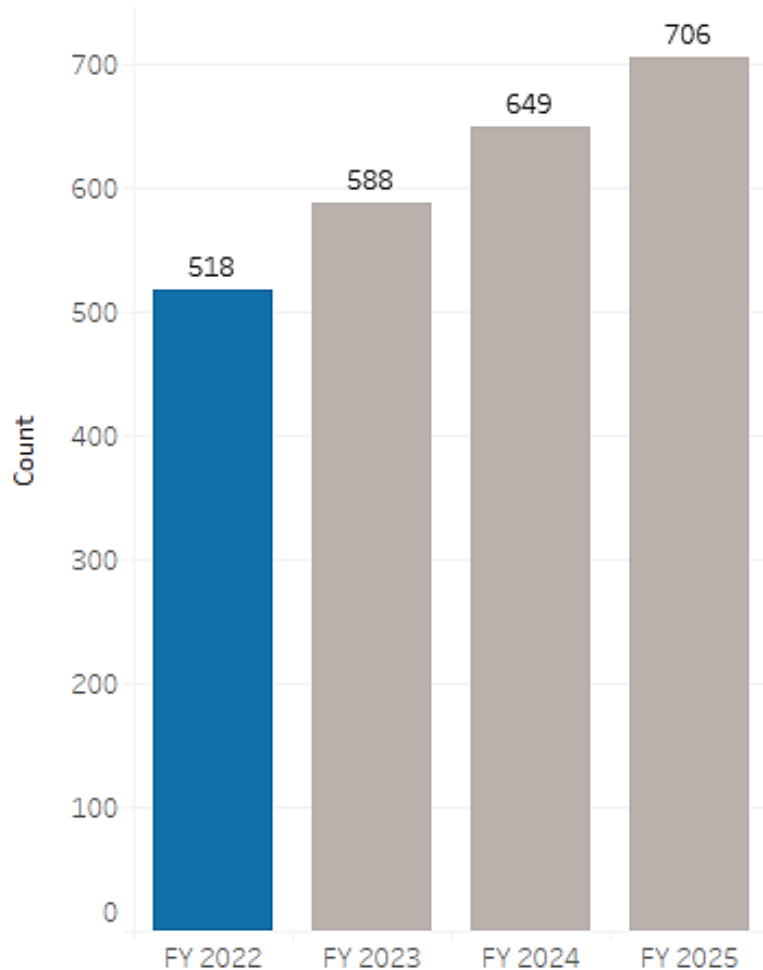
Trends in Retirements, Resignations and Releases



Non-training attrition has increased by roughly 80% over the last four fiscal years – and FY 2022 is year-to-date.

Retirements are increasing due to Department demographics, and **members are resigning or being released** for various factors. In many instances, these members are seeking employment elsewhere.

Trends in Department Sworn Member Demographics



By the end of FY 2022, **518** sworn members will be **age 50 or older**. This number will increase every year as additional sworn members reach retirement age.

Street Crisis Response Team and Priority C Calls

In addition to Proposition E and pursuant to Police Commission Resolution 21-60, adopted June 17, 2021, the San Francisco Police Department has engaged with the Controller's Office on a large project to:

- 1) determine the ongoing **SFPD workload** related to 800-B calls as the **Street Crisis Response Team** continues to be fully staffed and operational; and
- 2) to assess if and how other City agencies may be able to handle workload currently attributed to SFPD for **specific Priority C** calls in areas such as homelessness, mental health, and substance use.

Thank you.
Any questions?

**SAN FRANCISCO
POLICE DEPARTMENT**

The image shows the exterior of the San Francisco Police Department building. On the left is a modern glass-walled structure, and on the right is a brick building. A grey stone wall in the foreground features the department's name in large, raised letters. Three flagpoles with the American flag, the California state flag, and a yellow flag stand in front of the brick building. A set of stairs with a metal railing leads up to the entrance.