Report on the Police Department Staffing Study

SAN FRANCISCO, CALIFORNIA

March 4, 2020

matrix
consulting group

Table of Contents

1. Introduction and Executive Summary

(1) Background to the Study

In October 2016, the United States Department of Justice (DOJ) issued a report on the Collaborative Reform Initiative (CRI) of the San Francisco Police Department (SFPD) that included the recommendation of developing a Strategic Plan. In addition, as SFPD approached its charter-mandated staffing levels of 1,971 sworn personnel, the city sought a new methodology for determining its appropriate staffing levels. As a result of these two areas of interest, the city commissioned this study with the support of Board of Supervisors President Norman Yee.

The study has been conducted during a period for major growth and change in San Francisco that is anticipated to continue into the future. This evolution has brought a dynamic environment and new public safety challenges to the city, requiring the San Francisco Police Department to adapt in order to maintain its service commitments to the community. This study is designed to aid in that process by providing a review of the department and opportunities to enhance how it

The scope of the study encompasses every bureau and division of the department excluding the Airport Bureau, examining each unit and work group individually. The study is focused around four areas of analysis in particular in order to provide the Department with strategies to plan for and adapt to the city's growth:

- **Development of a comprehensive understanding** of the San Francisco Police Department and its staffing, operations, organization, and workload.

- **Analysis of operations management and organization**, which examines current management techniques, and identifies opportunities for improvement based on best practices. Examples of this include management of cases in criminal investigations and department civilianization opportunities.

- **Evaluation of staffing needs** for every SFPD unit and assignment category, through a comprehensive analysis of staff availability, workload, service objectives, and staffing factors.

- **Creation of an interactive staffing tool** that enables the department to perform the staffing analysis in the future as needs evolve over time, providing data-driven methodologies for allocating staffing resources.

In summary, the study is designed to ensure that the current organization is an effective base upon which to build as San Francisco changes in ways that cannot be foreseen now.

(2) Approaches Utilized in the Study

The project team utilized a number of approaches in order to fully understand the service environment and issues relevant to the study, including the following:

- **On-site interviews** with SFPD leadership, managers in each departmental functional area, many unit supervisors and line staff throughout the Department. There was also specific input from the San Francisco Police Officers' Association at the initiation of the project.

- **External meetings** were also held with Supervisor Yee, the Controller's Office, the District Attorney's Office and others.

- **Data collection and analysis** across every service area in order to understand workloads, staff availability, and staffing needs.

- **Iterative and interactive process** in which the consultants reviewed findings at several levels within the department and city, including the Police Commission, an internal steering committee within SFPD as well as the executive team, Supervisor Yee, representatives from the Mayor's Office, and the Staffing Task Force, which is comprised of representatives from the Controller's Office and community members.

The final report represents the culmination of this process, presenting the results of our analysis, including specific recommendations for the department on staffing, organization, and operations management.

(3) Summary of Key Findings and Recommendations

The following presents a summarized list of the most critical findings and recommendations made in the report:

- The department should adopt data-driven approaches for allocating staffing resources and identifying needs. This report identifies workload-based methodologies for determining staffing needs in approximately 48% of total department personnel – including the areas of patrol, foot beats, and investigative units.

- **Patrol staffing is severely inadequate to handle incoming community-generated workload**, as evidence by uncommitted (proactive) time in patrol being well below minimal levels. This has lead to extraordinarily long response times to lower-priority calls for service (84 minutes for Priority C). Significant additional staffing is needed to address service level issues, which largely fall into two categories:

– Significant resources in patrol are drawn from patrol to staff the district 'station keeper' roles, with the required coverage hours equivalent to about 65 full-time officer positions. To delineate this role separately from patrol, the same number of officers positions will need to be added.

– In addition to the previous recommendation, another 134 officer positions are needed to staff patrol at a level that is able to consistently be able to handle incoming workloads and maintain level of at least 30%. and improve response times to low-priority incidents.

• Significant disparities exist in patrol service levels from district to district:

– Median response times to lower-priority (Priority C) incidents range from 38 minutes to as high as 171 minutes in the Mission District.

– Patrol proactivity (uncommitted time) ranges from as low as -7% in the Tenderloin District to as high as 47% in the Richmond District.

– To address these severe disparities, **a data-driven approach to patrol staffing should be adopted** that proportionally allocates officers to the districts based on their workload levels.

• Create foot beat assignments through a data-driven methodology that identifies concentrations of pedestrian activity. The initial zones are then refined as part of a process of commander review and discretion, input from local leaders, and community outreach.

• Combine certain types of non-patrol proactive resources organized at the district station level, including plain clothes and homeless officers, into a problem-oriented policing team.

• Address deficiencies in investigative case management by acquiring and implementing case management software.

• Reorganize the Special Victims Unit by splitting creating new specialized investigative units and reallocating certain case types to existing investigative units.

• Centralize K9 resources, which are currently organized under multiple areas of the police department.

- Increase staffing of the Staffing and Deployment Unit in order to continue enhancing capabilities, as well as to meet the timeline for implementing DOJ recommendations.

- Continue the process of civilianizing full-time positions in Background Investigations, which will continue to be supplemented by part-time retired employees. Additional information management is also needed to manage caseloads, monitor the timeliness of investigations in order to enhance the department's recruitment and hiring capabilities.

- The lack of a barcoding system in Property Control is a critical issue. The department should prioritize the acquisition and implementation of a comprehensive evidence management system, and add staff to gradually barcode the backlog of existing evidence.

- SFPD should address staffing deficiencies and expand capabilities in the Technology Division by adding resources in key functional areas.

Overall, the staffing methodologies developed by the project team and reviewed with the SFPD steering committee and other groups, result in the identification of a number of staffing needs throughout the department:

Summary of Staffing Analysis Results: All Positions

Bureau	Curr. FTEs	Rec. FTEs	+/-
Field Operations	1,371	1,596	+225
Field Operations (SIT)	60	67	+7
Investigations	311	316	-5
Special Operations	217	277	+60
Administration	201	216	+15
Strategic Management	87	107	+20
Chief of Staff	78	81	+3
Chief's Office	8	8	+0
Total	**2,333**	**2,668**	**+335**

960/Retirees, cadets, and academy recruits are not included in any of the figures.

Focusing on sworn only, the additions are largely concentrated in Field Operations (78% of the total), where significant needs were identified in sector patrol:

Summary of Staffing Analysis Results: Sworn Positions

Bureau	Curr. FTEs	Rec. FTEs	+/-
Field Operations	1,286	1,493	+207
Field Operations (SIT)	56	57	+1
Investigations	202	201	-1
Special Operations	204	263	+59
Administration	96	96	+0
Strategic Management	19	19	+0
Chief of Staff	44	43	-1
Chief's Office	4	4	+0
Total	**1,911**	**2,176**	**+265**

Civilian staffing needs were spread more evenly, totaling 70 across the entire department:

Summary of Staffing Analysis Results: Civilian Positions

Bureau	Curr. FTEs	Rec. FTEs	+/-
Field Operations	85	103	+18
Field Operations (SIT)	4	10	+6
Investigations	109	115	+6
Special Operations	13	14	+1
Administration	105	120	+15
Strategic Management	68	88	+20
Chief of Staff	34	38	+4
Chief's Office	4	4	+0
Total	**422**	**492**	**+70**

Again, it should be noted that these figures do not include 960/Retirees, cadets, or academy recruits.

A complete list of every position covered in the study, including the methodology used and recommended staffing levels, is contained in the chapter beginning on page 251.

2. Overview of Staffing Analysis Methodologies

At the core of the analysis is the identification of staffing needs for every position and unit within the department. Each assignment is assigned a methodology, from which staffing needs are calculated. In the interactive tool, as service needs change in the future, the staffing needs are updated using the same methodological framework that was used before.

(1) Primary Aims in Determining Staffing Methodologies

Given the challenges of creating a system that calculates staffing needs using valid approaches both today and into the future, the following objectives and attributes were prioritized:

- **Prioritization Data-Driven Methods:** For as high of a percentage of the positions in the department as possible, the analysis should quantitatively demonstrate the relationship between workloads and staffing needs. As a result, workload-based methodologies are prioritized and used where data is available to conduct it.

- **Flexibility:** Parameters should have the space to be adjusted and re-weighted as factors change in the future. Additionally, there should be space for commander discretion, as well as community or city-driven priorities, to either determine or override staffing needs for positions. This is particularly true for proactive, discretionary resources.

- **Replicability:** The study is designed to provide the department with an interactive tool to evaluate staffing needs in the future using the same methodologies shown in this report. As a result, all calculations and modes of analysis must be replicable. To make this feasible, data collection should not be too onerous, and calculation processes should follow similar steps or are largely automated. This includes:
  - Minimizing the number of workload variables. For positions with many miscellaneous tasks, they can be grouped together into an estimated percentage of staff time.
  - Standardizing availability figures for different types of position, such as sworn patrol, non-patrol sworn, civilian, etc.

- **Uniform Structure:** The report and interactive tool evaluate the staffing needs for over 600 separate assignments in the department. If the structure of their staffing methodologies were completely unique, the model would be exponentially more difficult to work with and to communicate the results from. As a result, methodologies are grouped into categories that follow the same calculation process, albeit with different variables and metrics.

(2) Overview of Staffing Methodology Categories

In order to facilitate the uniformity and replicability, the staffing methodologies for individual positions are grouped into one of five categories. These are referenced throughout the report, form the basis of how the interactive model is structure. The following subsections provide a brief summary of methodology type:

(2.1) Workload-Based Methodologies

A quantitative methodology is used where the key drivers of the position's workload are readily identifiable and there is data showing their volume. For each of these major workload categories, the time needed to complete each task is either measured or estimated, which is then multiplied by the volume of each workload item, resulting in a total number of workload hours for the position. Core records management functions are one such example of this, where workload can be built up from the various workload elements of the unit:

Report Requests	Report Requests/Yr.	40,873
	Time Per Report Request	15.0 min.
Firearms (FCN Processing)	Firearm FCNs Processed/Yr.	5,000
	Time Per Firearm FCN	8.0 min.
Outside Agency Requests	Outside Agency Requests	891
	Avg. Time/Request	60.0 min.
Data Entry	Reports Processed/Yr.	4,263
	Avg. Time/Report	15.0 min.
LIAS	Documents Processed	164,684
	Avg. Time/Document	5.0 min.

The figures are multiplied and added together, forming the **total workload hours**, representing the 'needs' for that position are quantifiable. For some positions, administrative and/or proactive time figures are added on. For instance, patrol officers should be staffed at a level that not only can handle workload, but to have time to be proactive in addressing community issues. If staffed at the right level, the breakdown of time spent by patrol officers could look like this:

Combining all of these hours together forms the total number of hours that need to be staffed.

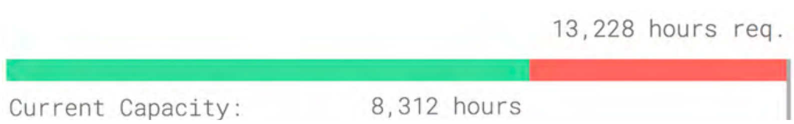
Next, in order to translate those needs into a staffing figure, the availability of staff is calculated.

Out of the total scheduled work hours in a year (2,080), employees may not be on duty for a scheduled shift due to a variety of reasons. This includes leave (e.g., sick, vacation, bereavement, administrative, injury etc.), training completed while on regular time (non-overtime), and court time.

These factors are deducted from the base 2,080 hours, with the remaining hours representing the net available hours an employee is on duty (excluding overtime). This is illustrated below:

With each position representing, in this case, 1,760 net available hours, we can multiply it by the number of staff (FTEs assigned) to quantify what the **capacity** of the unit is.

By comparing the capacity of the unit against total workload, we can understand if current staffing is sufficient to handle workload:



In this example, there is a deficiency of about 5,000 net available hours. Based on the 1,760 hours contributed by each position (1.0 FTE), it would take three new positions to bridge that gap.

(2.2) Ratio-based Methodologies

The staffing needs of many units are tied in relation to something else – whether it is the number of staff in a unit, an external or environmental variable, or the number of staff they supervise. For instance, the number of officers assigned to the Basic Recruit Course (police academy) scales based on the number of recruits being trained at a time, which in turn is guided by POST mandates for instructor-to-student ratios. Other common examples of ratio-based positions include:

- **Span of control:** Supervisors scale based on the targeted number of direct reports for that function.

  Example: Patrol sergeant staffing has been calculated at a ratio of 1 sergeant for every 6 officers.

- **Support to other staff:** A position that supports others, and increasing the size of the unit increases workload and staffing needs. This also includes functions that support the entire department.

  Example: Human Resources is calculated as a group relative to total agency staffing, since they support the entire department.

- **Ratio based on other variables:** Any type of quantitative comparison to staffing needs, such as minimum instructor-to-student ratios, environmental factors like the number of Part I crimes, number of vacancies in the department, etc.

  Example: School resource officers scale in relation to the number of high schools, with additional assigned or shared with other schools based on student body population.

(2.3) Non-Scalable Methodologies

For many positions, it is not feasible to tie staffing needs to variables or quantitative methodologies. These can be grouped into a few sub-categories:

- **Selective:** The position, while not necessarily an essential or core function of the department, is established to produce a particular capability (e.g., a robust video production team) or to affect public safety environment (e.g., crime reduction units). Where appropriate, functions or positions within SFPD that exist in other agencies of like size are annotated.

  Example: Analysts in the Budget Unit, where expansion of the unit is recommended in order to broaden its functionality and capabilities.

- **Unique:** Position occupies a unique role that, within the general frame of the analysis, will not scale. Department executives are examples of unique/non-scalable positions.

  Example: The chief of police, as well as all and executives over a bureau or division.

An additional sub-category is listed in the report, “Needs-based assessment”, refers to a position where a one-time staffing analysis was conducted by the project team, and steps should be taken to make it possible to conduct a workload-based assessment in the future once additional metrics and are tracked.

(2.4) Fixed Hours Methodology

A position whose staffing needs are based on a fixed number of hours that need to be staffed for. For instance, while SWAT Team size is determined from the number needed to comprise a fully functional team, the number of teams – and consequently, the total number of staff needed – is based on the number of hours per day that SWAT teams should be on duty for. The same is true for K9 coverage.

(3) Distribution of Methodology Types Used

The following table provides a breakdown of how staff are distributed across the methodology categories:

Proportion of Methodology Types Used in the Analysis

Methodology Category	# FTEs	%
Workload-based	122	19%
Span of control	131	21%
Ratio-based	146	23%
Non-scalable/Unique/Selective	209	33%
Fixed Coverage	9	1%
Needs-based	16	3%

Overall across the entire department (excluding the Airport Bureau), nearly half of all personnel are determined through a workload-based methodology. This includes some of the largest areas where staff are assigned, such as patrol, foot beats, and investigative units.

3. Field Operations Bureau

1. Introduction

The following chapter presents analysis of all functions within the Field Operations Bureau, including patrol, foot beats, and district station proactive teams. Each section outlines the methodological process used by the project team to determine staffing needs for each function, using workload-based approaches when feasible.

It is important to note that that the decentralized station investigation teams (SIT) are not included in this analysis, as they have been covered within the Investigations Bureau phase of the study.

For many positions, staffing needs directly relate to specific workloads that can be measured. For patrol, incoming calls for service and associated workloads are an important factor in determining staffing needs, using it as a basis to determine how much time there is available to be proactive.

(1.1) Net Availability

Out of the total scheduled work hours in a year (2,080), employees may not be on duty for a scheduled shift due to a variety of reasons. This includes leave (e.g., sick, vacation, bereavement, administrative, injury etc.), training completed while on regular time (non-overtime), and court time.

These factors are deducted from the base 2,080 hours, with the remaining hours representing the net available hours an employee is on duty (excluding overtime). This is illustrated below:

It is also important to note that for this analysis, administrative time is not assumed to be part of net availability, and is instead factored in separately after the net availability factors have been deducted.

(1.2) Administrative Time

Administrative time includes duties that are not tied to specific workloads, may be too individually minor to be used as a workload metric, or represent activities that form part of a regular workday that scale according to the number of employees, rather than specific service need. At a macro level, for instance, the time that is spent on a unit meeting scales primarily in accordance with the number of staff that attended.

The definition of administrative time for various units can be interpreted broadly, but generally reflects ancillary and supporting workload augmenting core business activities. Examples of administrative time include, but are not limited to the following activities:

- Time spent by staff performing training for other personnel (e.g., range officer).
- Formal meetings conducted as part of committees, special teams, in task forces, ad-hoc group sessions, etc.
- Informal discussions, or ‘desk time’ with colleagues.
- Supporting duties or special assignments designed to facilitate effective department operations (e.g., Explorer Representative).
- Downtime in between completing tasks
- Breaks, including meals, bathroom, and miscellaneous
- Interface with partnering agencies such as public works, health services, dispatch, etc., in order to provide services.
- Maintaining databases reflective of key performance indicators for unit operations.

This list reflects examples of administrative time and should be juxtaposed against the activities included under the proactive time category for each particular unit.

(1.3) Proactive Time

Proactive time includes all activities not counted under administrative time that are not directly tied to a reactive workload, such as assigned cases. it represents the leftover time after investigative and administrative workloads have been handled. Often, proactive time is oriented around achieving a certain outcome (e.g., crime reduction), service level objective, or completion of a larger project.

Activities that are included under the proactive time factor are different for each unit, although they generally share similar characteristics. Descriptions and examples of activities included under proactive time are listed for each unit individually.

In the staffing analysis, proactive time is assumed as a factors that comprises a certain percentage of net available time, alongside the administrative time factor.

(1.4) Core Workloads for Field Operations

Core Workloads for functional units within Field Operations varies dependent upon a number of variables. Key workload variables influencing Field Operations include, but are not limited to the following:

- **Community-generated Calls for Service (CFS):** Reflects telephone (or text) calls from the community via 911, 311, 7-digit telephone line, or another source.

- **Volume of Events/Responses:** The actual number of events. This can include number of students, number of homeless, number of pedestrians, number of businesses, etc.

- **Location of Events/Responses:** The actual geographic area or facility where the event/response occurs. This could be a high school, a certain route in which a foot beat is walked to interact with pedestrians and businesses, a patrol unit deployment location, a low income housing unit, etc.

- **Workload Per Event and Service Level Expectations:** The appropriate time required to handle or resolve the event is also a strong workload consideration. This could range from reactive responses to 311 calls to the amount of effort required proactively to address special needs clientele upon contact (e.g. homeless service support initiative).

(1.5) Combining the Factors to Determine Staffing Needs

For a position that has 20% of their time dedicated to administrative time and another 20% dedicated to proactive time, the breakdown of net available hours could look like this:

At a total of 1,760 net available hours per position, for instance, the net available hours would be divided as such:

2. Administration

1. Assistant Chief of Operations

The Assistant Chief is not within the Field Operations Bureau, but instead reports directly to the Chief of Police. The Deputy Chief positions over the Field Operations Bureau, Special Operations Bureau, Investigative Bureau, and Airport Bureau are direct reports.

(2.1) Office of the Assistant Chief

The following table provides the staffing levels of positions of the Office of the Assistant Chief of Operations:

Assistant Chief of Operations and Field Operations Bureau

Position	Methodology	Curr. FTEs	Rec. FTEs
Assistant Chief	**Unique/Non-scalable** Executive/manager position; does not scale. Responsible for both the Field Operations Bureau, Investigative Bureau, Special Operations Bureau, and the Airport Bureau.	1	1

(2.2) Crime Strategies Division

Organized directly under the Assistant Chief of Operations, the Crime Strategies Division is a centralized resource for crime analysis and investigative support. Previously housed directly under the Investigations Bureau, it was reorganized and recreated under its current name in 2018, being placed under Operations.

Excluding the principal administrative analyst and senior administrative analyst positions, staff are directly assigned to one or more areas of responsibility. For most staff, this includes one centralized investigative unit and two district stations, including all CompStat and reporting associated with those districts. District support also includes handling requests from that district's SIT team.

The following table details the current assignment of roles to staff in the Crime Strategies Division:

Current Crime Strategies Roles and Assignments

#	Type	Roles
1	Principal Admin. Analyst	Review/QA and coordination of group
1	Sr. Admin. Analyst	Review/QA, major operations, case support
1	Admin. Analyst	**SVU**
1	Admin. Analyst	**Narcotics**, Tenderloin, Mission, case testimony, CompStat/reporting
2	Admin. Analyst	**Homicide**, Taraval, Park, CompStat/reporting
(2) [1]	Admin. Analyst	**GTF**, Bayview, Ingleside, CompStat/reporting
1	Admin. Analyst	**Burglary**, **Robbery**, Richmond, Southern, CompStat/reporting
1	Admin. Analyst	Violence Prevention

The current system of assigning analysts responsibility for an investigative unit in addition to a patrol district is highly unusual for large agencies, which typically delineate these roles entirely for a number of reasons. Investigative support is often time critical, and not always able to be planned for. There is generally a high skillset level involved, including capabilities that are not nearly as highly utilized at the patrol level, such as intelligence gathering (including social media), and case-related knowledge.

Patrol district support includes a mix of both time-critical requests from commanders and investigative staff, but also involves a certain portion of work that can be planned for and completed when able to (albeit with specific deadlines), such as CompStat and other regular reporting. However, if an analyst responsible for support to both patrol districts and a centralized investigative unit (two units in the case of the burglary and robbery analyst), issues can be caused by competing deadlines and limited timelines. It should also be noted that there are potential efficiencies gained by handling multiple district stations and no investigative units, given the similarity of work processes.

Given these considerations, it is critical that the unit be staffed at a level that is able to fully delineate responsibilities involving direct support to centralized investigative units versus localized district stations.

[1] One of the two positions is currently vacant.

Potential Reorganization of Crime Strategies With Additional Staff

#	Type	Roles
1	Principal Admin. Analyst	Review/QA and coordination of group
1	Sr. Admin. Analyst	Review/QA, major operations, case support
1	Admin. Analyst	SVU
1	Admin. Analyst	Narcotics
2	Admin. Analyst	Homicide
2	Admin. Analyst	GTF
1	Admin. Analyst	Burglary, Robbery
1	Sr. Admin. Analyst	Review/QA, major operations, case support
1	Admin. Analyst	Violence Prevention
6	Sr. Admin. Analyst	Subject Matter Expert, Analyst Testimony, District stations, Mayor/other requests, CompStat/reporting

Since staffing is set relative to the number of staff needed per role, and the number of roles that must be staffed, this staffing methodology can be categorized as a **ratio-based methodology**.

(2) Results of the Analysis

The following table details the current and recommended staffing levels of the unit, contingent upon the reorganization of responsibilities to delineate investigative unit and district station support:

Crime Strategies Division

Position	Methodology	Curr. FTEs	Rec. FTEs
Manager	**Unique/Non-scalable** Executive/manager position; does not scale.	1	1
Principal Admin. Analyst	**Unique/non-scalable** Role focuses on special projects and grant writing, in addition to other CSG support, such as review and QA work.	1	1
Senior Admin. Analyst Admin. Analyst	**Ratio-based (Group)** Staffing is set in proportion to the roles that must be staffed. Contingent upon the recommended reorganization to delineate investigative and district support, the number of roles increases from 9 to 16, not including the principal administrative analyst.	1 8 [2]	8 8

Recommendation: With additional staffing, reorganize assignments in the Crime Strategies Division to delineate support for centralized investigative units and district stations.

2. Field Operations Bureau Administration

The following table provides the staff assigned to the centralized Field Operations Bureau administration, not including the divisions that are directly reports to the Deputy Chief:

Field Operations Bureau Administration, Golden Gate, and Metro Divisions

Bureau/Div.	Position	Methodology	Curr. FTEs	Rec. FTEs
Field Operations	Deputy Chief.	**Unique/Non-scalable** Executive/manager position; does not scale. Responsible for the Field Operations Bureau.	1	1
	Lieutenant	**Unique/Non-scalable** Manager position; does not scale. Responsible for several units organized under the Field Operations Bureau, including 10B, Cadet, and Special Events.	1	1

[2] Includes the one position that is currently vacant.

Bureau/Div.	Position	Methodology	Curr. FTEs	Rec. FTEs
	Senior Clerk	**Non-scalable** Support position; does not scale directly to workload metrics. Reports directly to the lieutenant.	2	2
	Executive Assistant	**Non-scalable** Provides direct support to bureau executive team.	1	1
Golden Gate Division	Commander	**Unique/Non-scalable** Executive position; does not scale. Responsible for the Night Captains, as well as the district stations Bayview, Park, Richmond, Ingleside, and Taraval.	1	1
Metro Division	Commander	**Non-scalable** Executive position; does not scale. Responsible for the district stations Central, Southern, Tenderloin, Mission, and Northern.	1	1

The commander over the Community Engagement Division also reports directly to the Field Operations Deputy Chief. However, given that the CED commander and supporting staff are detailed later in this chapter, they are not shown a second time in this table as well.

3. Patrol Services

Given the critical importance of patrol staffing, the following sections provide a step-by-step description of the methodology used to determine workload and service levels for each district station.

(1) Unit Overview and Analytical Framework

Similar to other workload/capacity-based methodologies, patrol staffing needs are determined by net available work hours, and whether they can support current workload and administrative time in addition to targeted levels of proactive time.

Net available work hours, workload are directly measured, as follows:

- Availability is determined from personnel data, which begins with the number of scheduled hours in the year and deducts time for leave, training, and other factors.

- Workload hours are calculated from the time spent handling community-generated calls for service. The total is deducted from net available hours.

- Administrative time is estimated through the number of and time spent by patrol units writing reports, which is combined with the estimated time per shift spent on miscellaneous unit administrative tasks such as shift briefings, meal breaks, etc. The total is deducted from net available hours.

  – SFPD does track a significant portion of time spent on administrative functions. However, it was determined through interviews that this likely does not capture the totality of administrative time, and that some inconsistencies may exist from team to team or from station to station that may make it less reliable to use the what is tracked as a measurement of administrative time.

- Proactive (unobligated) time is the result of deducting workload and administrative time from total net available hours

Alternatively, this process can be shown in the form of an equation as follows:

$$\frac{\text{Net Available Hrs.} - \text{Workload Hrs.} - \text{Administrative Hrs.}}{\text{Net Available Hours}} = \text{\% Proactive Time}$$

By setting a certain target for proactive time, and by measuring workload and administrative hours, the process can be rearranged to solve instead of net available hours. By doing so, the number of net available hours (and number of positions that represents) can be calculated based on the other variables.

(2) Metrics and Staffing Analysis

Before the calculation can be completed, it is critical that the key metrics – particularly calls for service (CFS) – are first defined.

(2.1) Definition of Calls for Service

The project team has calculated the community-generated workload of the department by analyzing incident records in the computer aided dispatch (CAD) database, covering the entirety of calendar year 2018. For incidents to be identified as community-generated calls for service and included in our analysis of patrol, each of the following conditions needed to be met:

- The incident must have been unique.

- The incident must have first been first created in calendar year 2018.

- The incident must have involved at least one officer assigned to patrol, as identified by the individual unit codes of each response to the call.

- The incident type of the event must have sufficiently corresponded to a community-generated event. Call types that could be identified with a high level of certainty as being either self-initiated (e.g., traffic stops) or other kinds of activity generated by the department (e.g., directed patrol) have not been counted as community-generated calls for service.

- There must have been no major irregularities or issues with the data recorded for the incident that would prevent sufficient analysis, such as having no unit code or lack of any time stamps.

After filtering through the data using the methodology outlined above, the remaining incidents represent the community-generated calls for service handled by SFPD patrol units.

(2.2) Patrol Calls for Service

In total, SFPD patrol units responded to as many as 300,822 calls for service over the past year. The rates at which they occur follow fairly regular patterns throughout the week, as shown in the following table:

Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	2,185	1,524	1,438	1,513	1,600	1,703	2,136	**12,099**
1am	1,948	1,234	1,172	1,267	1,289	1,375	1,870	**10,155**
2am	1,781	1,172	1,071	1,061	1,221	1,304	1,712	**9,322**
3am	1,258	930	859	849	884	981	1,212	**6,973**
4am	951	807	778	777	841	827	951	**5,932**
5am	811	843	903	824	820	932	828	**5,961**
6am	840	1,088	1,012	1,037	1,107	1,181	916	**7,181**
7am	1,145	1,621	1,639	1,700	1,679	1,754	1,280	**10,818**
8am	1,326	1,726	1,685	1,881	1,920	1,886	1,544	**11,968**
9am	1,584	1,867	1,878	1,919	1,959	1,983	1,818	**13,008**
10am	1,697	1,828	1,842	1,935	1,807	1,927	1,866	**12,902**
11am	1,684	1,777	1,833	1,782	1,826	1,946	1,988	**12,836**
12pm	1,685	1,889	1,913	1,899	1,872	1,950	1,843	**13,051**
1pm	1,807	1,883	1,950	1,930	1,861	1,972	1,898	**13,301**
2pm	1,873	1,949	1,935	1,942	1,948	2,037	1,991	**13,675**
3pm	2,011	2,151	2,129	2,148	2,068	2,163	2,105	**14,775**
4pm	2,213	2,267	2,238	2,352	2,260	2,397	2,269	**15,996**
5pm	2,309	2,466	2,368	2,499	2,344	2,401	2,216	**16,603**
6pm	2,180	2,472	2,323	2,395	2,371	2,419	2,238	**16,398**
7pm	2,191	2,313	2,326	2,271	2,255	2,416	2,231	**16,003**
8pm	2,159	2,267	2,289	2,268	2,263	2,307	2,196	**15,749**
9pm	2,133	2,153	2,253	2,250	2,271	2,414	2,329	**15,803**
10pm	2,022	2,117	2,089	2,210	2,278	2,546	2,625	**15,887**
11pm	1,813	1,807	1,899	1,948	1,939	2,485	2,535	**14,426**
Total	41,606	42,151	41,822	42,657	42,683	45,306	44,597	300,822

(2.3) Accounting for Two-Officer Patrol Units in Determining Staffing

Patrol units (cars), rather than patrol officers, form the basis of the call for service analysis, which revolves around the capacity to respond to calls for service. Any patrol unit, whether staffed by one or two officers, will respond to a mixture of calls that require either one, two, or more than two officers. While two-officer units bring an additional officer on the scene immediately when the other officer responds, providing potential enhancements to officer safety, the officers will not be able to respond to as many calls that require only one officer as quickly as they would if they were riding in individual cars.

Given these considerations, this analysis treats two-officer cars as a single **patrol unit**. The second officer in the unit is not counted as a backup unit, nor are the hours the second officer spends on the call. Consequently, the backup rates shown in later sections reflects the rate at which additional patrol units respond to a call, and includes both one and two officer units. Likewise, available hours (explained in the next section) are counted for patrol units, rather than for individual officers. As a result, these figures should not be interpreted as the number of officers needed to handle certain types of calls, but rather as a measure of workload and resource availability.

The vast majority of SFPD patrol officers ride in two-officer units. Using CAD data, the project team determined which responses were made by two-person units based on their attached unit codes, which use different designations for one and two-officer cars.

Using the unit code designations, it was determined that 96.6% of responses by regular patrol units to community-generated calls for service were made by two-officer units. From this, it can be approximately estimated that the same percentage of SFPD patrol units that are two-officer units. Using this percentage and the total number of officer FTEs assigned to regular patrol roles (691), the number of positions assigned to both one and two-officer units for this proportion to be achieved, which is calculated at approximately 98.2% in two-officer units, with the remaining 1.8% FTEs assigned as one-officer units.

(2.4) Patrol Unit Availability

Out of the total hours in which an employee is scheduled to work, only a certain percentage of these hours are actually worked and spent on-duty in their normal role. The following table provides the number of hours represented by each unit after deducting for leave (including injury, FMLA, sick, vacation, administrative, and other categories of leave), on-duty training, and on-duty court time:

The table below outlines this process in detail, outlining how each contributing factor is calculated:

Factors Used to Calculate Patrol Net Availability

Work Hours Per Year

The total number of scheduled work hours for patrol officers, without factoring in leave, training, or anything else that takes officers away from normal on-duty work. This factor forms the base number from which other availability factors are subtracted from.

Base number: **2,080 scheduled work hours per year**

Total Leave Hours (subtracted from total work hours per year)

Includes all types of leave, as well as injuries and military leave – anything that would cause officers that are normally scheduled to work on a specific day to instead not be on duty. As a result, this category excludes on-duty training, administrative time, and on-duty court time.

Calculated from SFPD HRMS data: **330 check hours of leave per year**

On-Duty Court Time (subtracted from total work hours per year)

The total number of hours that each officer spends per year attending court while on duty, including transit time. Court attendance while on overtime is not included in the figure.

Without any data recording on-duty court time specifically for patrol officers, the number of hours is estimated based on the experience of the project team.

Estimated: ***20*** **hours of on-duty court time per year**

On-Duty Training Time (subtracted from total work hours per year)

The total number of hours spent per year in training that are completed while on-duty and not on overtime.

Due to limitations in separating training by assignment and in distinguishing training completed on overtime versus regular time, the number of hours is estimated based on the experience of the project team.

Estimated: **50 hours of on-duty training time per year**

Total Net Available Hours

After subtracting the previous factors from the total work hours per year, the remaining hours comprise the total *net available hours* for officers – the time in which they are available to work after accounting for all leave, on-duty training, court, and administrative time. Net availability can also be expressed as a percentage of the base number of work hours per year.

Calculated by subtracting the previously listed factors from the base number:
1,700 net available hours per patrol unit

Again, it is important to note that, while availability factors are represented individually for officers, the total net available hours per unit is considered on a per-unit basis, with the majority of patrol units being comprised of two officers.

The following table summarizes the calculation of these factors:

Breakdown of Unit Availability

Base Annual Work Hours		**2,080**
Total Leave Hours	–	330
On-Duty Training Hours	–	30
On-Duty Court Time Hours	–	20
Net Available Hours Per Unit	**=**	**1,700**

Using the two-officer unit percentage and the number of net available hours per patrol unit, the total number of available hours is then calculated. For simplicity, the two-officer unit factor is calculated before the others. In reality, however, the leave would occur before the two-person units are formed. The following table provides these calculations:

Patrol Units and Net Available Hours by District

	# Ofc.	Two-Ofc. Unit %[3]	**# Patrol Units**	Net Avail. Hours/Unit	**Total NA Hours**
Bayview	74	96.6%	**38**	1,700	**64,600**
Central	79	96.6%	**40**	1,700	**68,000**
Ingleside	81	96.6%	**41**	1,700	**69,700**
Mission	76	96.6%	**39**	1,700	**66,300**
Northern	70	96.6%	**36**	1,700	**61,200**
Park	43	96.6%	**22**	1,700	**37,400**
Richmond	50	96.6%	**25**	1,700	**42,500**
Southern	72	96.6%	**37**	1,700	**62,900**
Taraval	63	96.6%	**32**	1,700	**54,400**
Tenderloin	83	96.6%	**42**	1,700	**71,400**

(2.5) Call for Service Workload Hours

Call for service workload hours are determined from the number of community-generated calls for service and the time spent on them. Handling time (**HT**) represents the duration from the call dispatch time stamp to the call clear time stamp, in order to most accurately account for all time that is spent while committed to a call, as opposed to other uses of

[3] More precisely, the percentage equates to 334 of 352 total patrol units being staffed with two officers.

time. The responding unit that has the highest handling time is labeled as the primary unit. Backup unit (**BU**) handling time is then also calculated for all units on the call.

In this case, the CAD data only displayed time stamps for the first unit, and as a result, handling time for backup units was estimated at a rate of 75% of the primary unit's handling time on each individual call – a normative estimate based on the experience of the project team. However, because calls featuring backup unit responses tend to be more severe, and consequently often require higher workloads for personnel on-scene, the average backup unit handling time is actually higher than the overall average for primary units, resulting in an overall average of 55.4 minutes per backup unit response.

The following table presents these calculations, adding together the total workload hours resulting from community-generated calls for service:

Primary and Backup Unit CFS Handling Time Hours by District

	# CFS	Avg. HT	Primary Unit Hours	Backup Responses	BU HT	BU Hours	Total CFS Hours
Bayview	22,898	49.7	**18,958**	14,508	65.2	**15,774**	**34,732**
Central	41,739	34.8	**24,214**	20,199	44.6	**15,030**	**39,244**
Ingleside	22,216	54.7	**20,255**	11,656	78.8	**15,316**	**35,571**
Mission	37,999	41.3	**26,132**	19,894	55.4	**18,367**	**44,500**
Northern	35,439	39.1	**23,075**	13,507	55.0	**12,391**	**35,466**
Park	13,684	41.9	**9,557**	4,107	57.1	**3,905**	**13,462**
Richmond	13,804	38.9	**8,946**	6,237	46.2	**4,802**	**13,747**
Southern	34,432	39.3	**22,549**	15,198	46.4	**11,756**	**34,305**
Taraval	21,578	41.3	**14,857**	12,368	51.6	**10,638**	**25,495**
Tenderloin	56,732	37.6	**35,543**	22,458	56.5	**21,132**	**56,675**

(2.6) Administrative Time

Several options for measuring and estimating time spent on administrative time were considered for the analysis. The CAD system includes a 10-7 code for unit activity, corresponding to report writing time or other tasks. Given that units putting themselves on this status includes time stamps for the beginning and end of the event, the 10-7 code is generally able to show the amount of time officers spend on these tasks. However, it was determined through interviews conducted by the project team that this is not universally done in all events of report writing and administrative tasks, and that there were some inconsistencies. For instance, not all meal breaks, other types of breaks, gas filling, and briefings are going to be recorded in CAD. There may also be differences by district station in prevailing practices that affect the rates and types of activity which is generally logged under 10-7 or other unit status codes.

The extremely low amount of time available for SFPD patrol units outside of responding to community-generated calls for service, examined later in this chapter, also complicates this issue somewhat. If officers are going from call to call without break most of the time, their availability to take meal breaks and spend time on other administrative tasks is going to be both limited and fragmented, and can be broken up into many much smaller pieces that may not be logged as 10-7. Consequently, if the eventual goal is to determine staffing needs for patrol based on workload and proactive time targets, using current 10-7 codes for administrative time may not present a true and accurate picture.

While some of these issues are speculative, the combination of questions regarding factors that affect 10-7 time logging led the project team to instead estimate time spent on administrative tasks based on how long they typically take in similarly sized departments, using estimates. As a result, administrative hours have been estimated based on a combination of two time categories:

- **Miscellaneous unit administrative time**, including meal breaks, briefing, gas time, etc. This is estimated at 90 minutes per shift, with the number of shifts calculated after accounting for leave[4].

- **Report writing time**, which includes time spent on any reports related to community-generated calls for service. This is determined using the rate of reports per call for service, as well as an estimate of 45 minutes per report.

The following table provides these calculations, showing the breakdown of administrative hours estimated for each district station:

[4] As stated earlier, SFPD does track a significant portion of time spent on administrative functions. However, it was determined through interviews that this likely does not capture the totality of administrative time, and that some inconsistencies may exist from team to team or from station to station that may make it less reliable to use the what is tracked as a measurement of administrative time.

Administrative Hours by District

	# Units	Unit Admin. Hours/Unit	**Unit Admin. Time Hours**	# Reports	**Report Writing Hours**	**Total Admin. Hours**
Bayview	38	263	**9,975**	4,515	**3,386**	**13,361**
Central	40	263	**10,500**	8,229	**6,172**	**16,672**
Ingleside	41	263	**10,763**	4,380	**3,285**	**14,048**
Mission	39	263	**10,238**	7,492	**5,619**	**15,856**
Northern	36	263	**9,450**	6,987	**5,240**	**14,690**
Park	22	263	**5,775**	2,698	**2,023**	**7,798**
Richmond	25	263	**6,563**	2,722	**2,041**	**8,604**
Southern	37	263	**9,713**	6,789	**5,092**	**14,804**
Taraval	32	263	**8,400**	4,254	**3,191**	**11,591**
Tenderloin	42	263	**11,025**	11,185	**8,389**	**19,414**

Miscellaneous unit administrative and report writing time accounts for a significant amount of time, ranging from 7,798 hours in Park District to 19,414 hours in Tenderloin District.

(2.7) Calculation of Proactive Time

The following table aggregates these calculations together, deducting call for service and administrative time from net available time in order to produce proactive (unobligated) time. Please note that total workload and administrative hours differ slightly from the sum of the values shown earlier, as the figures in the following table include calls that could not be identified as having occurred within a specific district:

Calculation of Proactive (Unobligated) Time

		Hours	%
Net Available Time		598,400	*100%*
CFS Time	-	333,840	56%
Administrative Time	-	136,883	23%
Proactive (Unobligated) Time	**=**	**127,677**	**21%**

The result time percentage of time that is remaining after deducting call for service and administrative time, at just 21%, is exceptionally low. This finding indicates that at an overall level, available patrol resources are not sufficient to handle incoming call workloads while retaining sufficient time to be proactive.

The following table shows the percentage of proactive time by hour and weekday throughout the city as a whole:

Patrol Proactivity by Hour and Weekday

Time	# Units	S	M	T	W	Th	F	Sa	Overall
2am–6am	63.1	49%	58%	57%	58%	60%	56%	49%	**55%**
6am–10am	84.8	58%	48%	48%	43%	45%	45%	55%	**55%**
10am–2pm	69.0	29%	20%	19%	15%	12%	19%	25%	**20%**
2pm–6pm	63.3	6%	3%	5%	-9%	3%	0%	8%	**3%**
6pm–10pm	73.5	8%	0%	5%	-5%	2%	-4%	2%	**11%**
10pm–2am	120.8	54%	63%	64%	60%	59%	55%	50%	**58%**
Overall	79.1	39%	39%	39%	34%	36%	34%	37%	**21%**

From the late morning to late evening, there is essentially no proactive time available, demonstrating that patrol resources are insufficient at an overall level to handle incoming calls for service from the community.

(2.8) Patrol Proactivity by District Station

When the results of the proactivity analysis are viewed by district, the results are even more severe in some areas of the city:

Proactivity by District Station

District	# Units[5]	Total NA Hours	Total Admin. Hours	Total CFS Hours	% Proactivity
Bayview	38	64,600	13,361	34,732	**26%**
Central	40	68,000	16,672	39,244	**18%**
Ingleside	41	69,700	14,048	35,571	**29%**
Mission	39	66,300	15,856	44,500	**9%**
Northern	36	61,200	14,690	35,466	**18%**
Park	22	37,400	7,798	13,462	**43%**
Richmond	25	42,500	8,604	13,747	**47%**
Southern	37	62,900	14,804	34,305	**22%**
Taraval	32	54,400	11,591	25,495	**32%**
Tenderloin	42	71,400	19,414	56,675	**-7%**

Mission and Tenderloin have exceptionally low proactivity, at just 9% and -7% overall. This not only indicates that there is no time to conduct proactive policing, but that there are not enough resources to respond to community-generated calls for service. In Tenderloin District, this finding should be considered within the context that the station has numerous foot and bike officers that respond to calls. These resources have not been factored into the net available hours – if they had, the proactivity would be somewhat higher.

Regardless, the resource inadequacies are not quite universal. There are substantial differences between the service levels and staffing needs of districts in the denser areas of the city versus other areas. On the west side of San Francisco, districts such as Park, Richmond, and Taraval all have adequate resources to handle calls and be proactive.

The severity of this issue not only indicates that additional staffing is needed to improve service levels, but also a need for the redistribution of personnel to ensure that service levels are equitable. For equity to be achieved, patrol officers need to be assigned in proportion to the workload of each district. In other words, if a district has twice the workload of another, it should have twice the patrol officers.

To effectively reallocate resources as needs change in order to maintain equitable service levels, the amount of community-generated workload (i.e., excluding officer-initiated activity) should be measured periodically – perhaps on a yearly basis. The percentage of

[5] The number of units is calculated by factoring in the percentage of cars that are staffed with two officers as opposed to one.

workload in each district a should then be used to determine the percentage of patrol officers that are allocated there. By allocating officers in proportion to workload, the patrol service levels are equitable as a result.

Recommendation: In order to provide equitable patrol service levels, periodically calculate the community-generated workload in each district, and use the results to proportionally allocate patrol officers to each district.

(3) Adding Context to the Patrol Findings Using Response Time Analytics

These findings are echoed by response time statistics, which are best analyzed according to the priority levels that calls for service are assigned. For the purposes of this analysis, response time is defined as the duration from the call created time stamp to the on scene time stamp of the earliest arriving patrol unit. Both time stamps are required, and calls must have response times over 0.01 minutes to be counted (in order to filter out on-view and self-initiated incidents).

It is critical to also note that this analysis involves patrol units only, in order to use the data from a standpoint of patrol resource availability. From the perspective of a community member, a response by any unit would be a better measure of how quickly the police can arrive at the scene of an emergency. If no patrol units responded to the call, or if it was a self-initiated incident, the statistics are not been included in the statistics shown in this section.

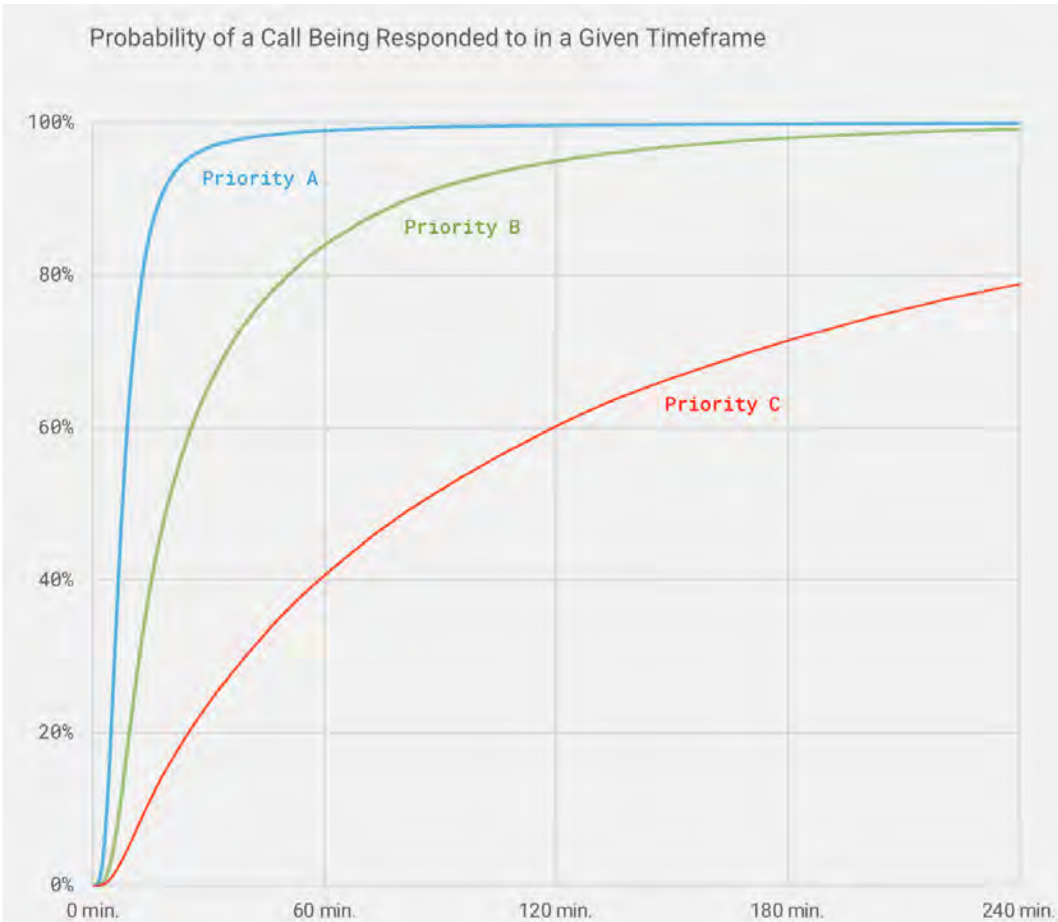
The following table provides the number of calls for service and median response times for the three major priority level categories, with Priority A representing the most severe calls and Priority C representing the least severe calls:

Median Response Time by Priority Level

Priority	#	%	Median RT
A	79,618	26%	**7.6**
B	113,318	38%	**19.4**
C	106,100	35%	**84.2**
Other	*1,786*	*1%*	*11.5*
Total	*300,822*	*100%*	–

Response times to emergency calls for service are adequate and within best practice targets for metropolitan police departments. However, response times to Priority C incidents, the least severe category, are extraordinarily high. It is not typical for response times for a category that represents one-third of all calls for service to be well over an hour, and such a high median response time is strongly indicative of severe resource issues.

The response time statistics can also be shown as a chart, with lines indicating the percentage of calls that are responded to as time increases:



Clearly, while emergency calls for service are responded to quickly and effectively, there is often a significant wait before responses are made to lower-priority calls. In the experience of the project team, these results are highly abnormal, particularly for **Priority C responses, of which only about two-thirds are responded to within three hours.** Just over 40% of Priority C incidents are responded to within an hour. This finding supports and reflects the relatively low proactivity level found in the workload analysis, which is at just 21% of net available time overall.

The findings also mirror the findings of the proactivity analysis at the district station level, which showed significant differences by area of the city. Looking specifically at low priority calls for service (Priority C), the disparities by district are apparent:

Response Time and Proactivity by District Station

	Priority C Median Response Time	% Proactivity
Bayview	99 min.	26%
Central	52 min.	18%
Ingleside	98 min.	29%
Mission	171 min.	9%
Northern	100 min.	18%
Park	42 min.	43%
Richmond	38 min.	47%
Southern	142 min.	22%
Taraval	37 min.	32%
Tenderloin	70 min.	-7%

These findings indicate severe inequalities in patrol service levels. In many of the districts on the west side of the city, such as the Park, Richmond, and Taraval stations, median response times for Priority C incidents are relatively adequate – all three under 45 minutes.

In comparison, in several of the districts on the east side of the city, the Priority C median response times greatly exceed one hour. Southern and Mission are both over two hours, with Mission nearly reaching three hours. These findings are exceptional and not typical for departments serving major metropolitan areas. While all districts have adequate median response times to emergency (Priority A) incidents, the service levels provided for Priority C are vastly different.

As an example, for a callers reporting a Priority C suspicious person in a vehicle[6] in the Richmond District, there is a median response time of about 34 minutes. In the Mission District, by contrast, the median response time is approximately 179 minutes – *more than five times* that of Richmond. It is also relevant to point out that the Mission District figure includes significantly more incidents – there were more than double the number of these calls in Mission compared to Richmond. These findings are highly important, and represent key opportunities to improve how staffing levels are allocated.

[6] Specifically, this refers to community-generated calls for service that are categorized as Priority C and have the final call type designation of 916, which corresponds to “suspicious person in a vehicle”

(4) Analysis of Patrol Staffing Needs

The analysis of proactivity and response times has developed substantial evidence that patrol resources are inadequate to handle incoming workload, nor to enable proactive and problem-oriented policing services to provided. The following subsections provide analysis of the additional resources that would be needed to reach targeted service levels, after accounting for turnover and supervisory staffing needs.

(4.1) Process for Calculating of Patrol Staffing Needs

In order to determine patrol unit staffing needs, a target for proactive time is first set. The proactive portion of time represents that which is left over after accounting for call for service and administrative workloads – two variables that are measurable and known. As a result, by setting a specific target for proactive time, the number of hours it represents can be calculated as a percentage of net available time. By extension, if the number of hours required to reach the proactive time target is known, and after measuring call for service and administrative workloads, the number of available hours that need to be staffed for is also known.

A targeted proactivity level of at least 30%[7] is set for each station, based on the proactive units such as foot beats and bike units available to each station that may supplement coverage in the field as needed.

It is also important to note that units such as foot beats or bike officers do not contribute to the availability or workload statistics, and thus do not factor into the staffing analysis.

(4.2) Accounting for the Impact of Turnover

To determine staffing needs, it is also important to consider the number of vacancies that currently exist, as well as the rate of turnover. An agency will never be fully staffed, as there will always be vacancies occurring as a result of retirement, termination, and other factors. When these events occur, it takes a significant amount of time to recruit a new position, complete the hiring process, run an academy, and complete the FTO program before the individual becomes an on-duty officer. Given this consideration, agencies must always hire above the number needed to provide a targeted level of service.

[7] It is common for proactive time calculations to follow a different order for calculating variables. If miscellaneous unit administrative time is considered as a net availability factor (deducted similarly to on-duty training hours) – rather than a workload factor – and report writing time is considered as part of call fort service workloads, then the proactivity level equivalent to this figure would be approximately 36%.

The amount of 'buffer' that an agency requires should be based on the historical rate of attrition. Attrition can take many forms – if it is assumed that the majority of vacancies are carried in patrol staffing, a vacancy at the officer level in any other area of the organization would consequently remove one officer from regular patrol duties. Likewise, promotions would have the same effect, in that they create an open position slot in patrol. Given these considerations, **the turnover rate is defined in this report as the average percentage of sworn positions that separate from the department (whether from resignation, retirement, termination, or another reason).**

All sworn in the department are included for the reason that patrol is generally the backbone of the organization, where all new officers are placed following completion of the FTO program, and the initial place from which officers are reassigned to other units or promote out of. As a result, any separation elsewhere in the organization has a cascading effect. A lieutenant retiring eventually requires the promotion of a sergeant, which in turn necessitates the promotion of an officer in time.

Not included, however, are individuals that separate from the department while in the academy or FTO program. Nor does the analysis count these positions as being part of current patrol staffing. The reason for this is the point in calculating the turnover rate is to determine how many positions need to be brought onboard as full, on-duty employees in order to replace those that are lost. While academy and FTO attrition rates influence recruitment goals and academy sizes, it does not help inform how many active employees will separate each year.

2016 through 2018 is used in these calculations because it represents the three most recent years from which data was available. Extending beyond that range may lead to results that are not representative of trends in regional law enforcement hiring markets.

The following table provides the number of sworn positions (excluding academy and FTO recruits) that separated from the department for any reason over the past three full years of available data:

Sworn Turnover, 2016-2018

Year	# Sep.
2016	91
2017	84
2018	99
Average	**91**

As a percentage of total sworn (current positions, not budgeted), this represents an average rate of approximately 4.1%. This is relatively low, and may underrepresent upcoming waves in retirement. As a result, a normative estimate as been placed on the turnover rate, increasing the rate of turnover to be used in staffing calculations by an additional 20%, resulting in an effective turnover rate of 5.0% per year.

Given these calculations, **an additional 5% *authorized* (budgeted) positions should be added on top of the actual number currently filled (actual) positions in order to account for turnover** while maintaining the ability to meet the targeted proactivity level in patrol.

(4.3) Calculation of Patrol Officer Staffing Needs

The following table provides a breakdown showing the number of budgeted officer positions (i.e., not necessarily filled with a full-duty officer) that are needed in each district to meet a proactivity level of 30%, after accounting for a turnover rate of 5% per year:

Recommended Patrol Officer Staffing to Reach 30% Proactivity

District	Units to Reach 30%	% Two-Ofc. Cars	# Officers Needed
Bayview	43	96.7%	**84**
Central	50	96.7%	**99**
Ingleside	44	96.7%	**86**
Mission	54	96.7%	**106**
Northern	45	96.7%	**88**
Park	19	96.7%	**38**
Richmond	20	96.7%	**40**
Southern	44	96.7%	**86**
Taraval	33	96.7%	**65**
Tenderloin	68	96.7%	**133**
Total	–	–	**825**

In total 825 officer positions must be authorized and assigned to regular patrol roles in order to have the units sufficient to reach 30% proactivity in each district station. This accounts for a turnover rate of 5% overall.

In areas that are above 30% proactivity, such as Park and Richmond, fewer resources are needed than are currently allocated to reach the target service levels. Additional considerations, such as needs to maintain a certain levels of coverage (including filling individual patrol areas in each shift) should also be considered, in addition to officer safety concerns. *These considerations must also factor into patrol staffing.*

Additionally, to this point, the analysis has not factored in the role of station keepers – officers that are required on each shift to staff the district stations. This is examined in a subsequent section.

Moreover, the finding presents a significant opportunity for the department to adopt a data-driven methodology for allocating patrol personnel based on need, where the number of officers is proportionally assigned according to the call for service workloads in each district. Doing so will address the currently severe disparities in service levels by district station, which are reflected in the vast differences in response times to lower-priority calls for service.

At an overall level, however, significant additional resources are required to increase service levels in patrol. To address these issues and bring overall proactivity to 30%, an additional 134 officer positions are needed across all ten district stations. Beyond these numbers, it should again be noted that factors such as achieving staffing levels necessary for the deployment of units to all patrol areas in each shift, as well as officer safety concerns, should also be considered.

Recommendation: Prioritize the addition of 134 officers to patrol to address significant service level issues.

Recommendation: Transition to a data-driven methodology for assigning patrol resources based on call for service workloads.

(4.4) Analysis of Patrol Sergeant Staffing Needs

Staffing needs for patrol sergeants can be measured by span of control ratios, or the average number of officers that are supervised by a sergeant. Many of the key drivers of sergeant workloads, such as reviewing reports, uses of force and pursuits, and performance evaluations, scale directly with the number of officers that are assigned to a sergeant. Consequently, the more officers that are assigned per sergeant, the less time that sergeants are able to be out in the field directly supervising them.

In order to meet span of control targets, the following table shows the number of authorized sergeant positions that are needed in each district, using a ratio of 1 sergeant for every 6 officer positions:

Recommended Supervisory Staffing Needs in Patrol

District	# Officers	Supervision Target	# Sergeants Needed
Bayview	84	1:6	**14**
Central	99	1:6	**17**
Ingleside	86	1:6	**14**
Mission	106	1:6	**18**
Northern	88	1:6	**15**
Park	38	1:6	**6**
Richmond	40	1:6	**7**
Southern	86	1:6	**14**
Taraval	65	1:6	**11**
Tenderloin	133	1:6	**22**
Total	**–**	**–**	**138**

SFPD patrol sergeants are currently staffed a ratio of 1:5, as vacancies do not factor into the numbers. A targeted ratio of 1:6 does factor in expected vacancies and attrition, and so it is set slightly higher. This does not reduce the quality of patrol first-line supervision, which generally declines beyond the 1:8 to 1:9 range. Consequently, however, even with the added patrol officer positions, the same number of sergeants are needed as there are currently. Nonetheless, some redistribution of positions does occur to equalize the span of control ratios among each district.

(4.5) Station Keepers

Each of the 10 district stations are staffed at all times with a station keeper, an officer that fulfills a number of support roles. The station keeper will assist with taking walk-in reports, process property for newly arrestees, and provides security at the district station.

The role is staffed by someone assigned to regular patrol that is on duty that day, and is often a senior officer. It is not a separate role from patrol, and is only considered as a unique role for the purposes of this analysis because it affects patrol availability. In each shift, every patrol district station commits one officer to fulfill the station keeper duty. While the station keeper is an important duty, any time spent staffing the role, inherently affects patrol availability, as availability is drawn directly from normal patrol work. **As a result, for the purposes of developing a staffing allocation methodology, it is critical to examine the role of station keepers as if it is a separately delineated function.** Given that it is not included within the availability figures in the patrol analysis, proactivity levels, in reality, are somewhat lower than shown previously.

Because the staffing needs for station keepers revolve around the number of hours and stations that must be covered, it can be categorized as a **fixed coverage methodology**. The following table calculates the number of hours required to staff each station across three patrol shifts based on patrol net availability figures:

Hours Required to Staff the Station Keeper Role *(Current Impacts on Patrol)*

# of District Stations	10
# of Shifts Per Day	3
Hours Per Shift	10
Hours to Staff Per Week	2,100
Hours to Staff Per Year	109,500
Net Available Hrs. Per Officer[8]	1,700
Officer FTEs Required	**64.4**

Across all stations**, the current impact of the station keeper role amounts to the equivalent of 64.4 FTE positions drawn from patrol**, given the number of hours needed to cover it and patrol net availability factors.

This presents a significant impact on the ability of patrol units to respond to calls, as the staffing resources are taken directly from patrol – station keeper is not a separately delineated role in terms of staffing allocations. In practice, however, it is a distinct role in terms of function, given that an officer functioning as station keeper is not working patrol. As a result, for the purposes of determining patrol staffing needs, the station keeper staffing needs should be considered separately.

In comparison with its peers, there are significant limitations in how SFPD can mitigate the impact the role has on patrol staffing:

- Many large metropolitan police departments, including others within California, largely staff desk officers (equivalent of station keepers) with light duty personnel. However, unlike many other agencies, the responsibilities of SFPD station keepers include prisoner interaction and cell checks, rendering the role inaccessible to light and modified duty personnel.

[8] It should be noted that the net available hours shown here are for one officer position, while those in the patrol analysis (while incorporating the same availability figures) have been shown for a patrol unit, which almost entirely consist of two-officer units.

- It is also common for agencies to not staff the desk officer role during night shift hours. However, the need for monitoring and support during booking procedures requires a 24-hour presence. The only way that this could be avoided is to use a civilian jailer/detention officer classification. However, to have a different type of staff serving in the role for one of three shifts is likely not be worth the loss of capabilities, which include the ability to take walk-in reports and provide security.

- Ultimately, the best opportunity to mitigate the impact of the desk officer role on patrol staffing may be through an alternative shift schedule. Each station requires a desk officer to be on duty for three separate shifts. But because they work 10 hour shifts, this requires 30 hours of coverage per station, per day – inherently losing efficiency over other types of schedule that divide evenly into 24 hours.

The following table presents this analysis, showing the added efficiency of a 12-hour schedule in fulfilling 24-hour coverage requirements:

Station Keeper Staffing Needs: Current and Alternative 12-Hour Schedules

	10-Hour	**12-Hour**
# of District Stations	10	10
# of Shifts Per Day	3	2
Hours Per Shift	10	12
Hours to Staff Per Day	300	240
Hours to Staff Per Year	109,500	87,600
Net Avail. Hours Per Officer	1,700	1,700
Officer FTEs Required	**64.4**	**51.5**

Of course, **any changes to shift length and schedule configurations are subject to collective bargaining**, and so the alternative is contingent upon that process.

It is also important to stress that adding 65 officers (under the current 10-hour schedule) or 52 (under the 12-hour alternative) to the station keeper role does not contribute toward the previously identified need for 134 additional patrol officer positions, as that analysis does not factor in the impact of station keepers.

The following table summarizes the staffing needs developed from this analysis:

District Station Keepers *(Currently Drawn from Patrol Staffing)*

Position	Methodology	Curr. FTEs	Rec. FTEs
Officer	**Fixed coverage** Based on 24-7 coverage requirements for all 10 district stations. • In a 10-hour shift configuration, 109,500 hours must be staffed by 65 FTEs. • In a 12-hour shift alternative (subject to collective bargaining), 87,600 hours must be staffed by 52 FTEs.	–	52

It must be stressed that these officers are currently taken directly from patrol staffing. To that effect, these positions already exist as a portion of patrol officer time.

Recommendation: As a pilot program for the station keeper role only, and subject to collective bargaining, test a 12-hour shift configuration to reduce the assignment's impact on patrol staffing.

Recommendation: Consider coverage needs for station keepers separately from patrol staffing.

Recommendation: In addition to the officer positions needed in regular patrol roles, additional officer positions should be added to staff the district station keeper roles, which are currently pulled from patrol staffing. Given 24-7 coverage mandates, this requires 65 officers under the current 10-hour schedule, or 52 positions under a 12-hour alternative, which is subject to collective bargaining.

(5) Patrol Dispatch SOPs and Protocol

During the course of the project several interviews were conducted with patrol and line level staff. An issue that was identified as limiting patrol efficiency is dispatch to non-priority or cold calls. Under current dispatch protocols all calls for service must be "voice" dispatched. In our interviews with line staff some indicated that this protocol was in place for officer safety as everyone would know where other units are because every call was voice dispatched, however this also means officers are not able self-dispatch to low priority calls that they may be near or to efficiently take calls that are near to each other in in travel sequence versus call sequence. This can account for the high median response time of 84.2 minutes to low priority calls for service.

Officer safety is a very important issue and should be considered in dispatch protocols, however SFPD deploys 2-person patrol units so there is cover on every call, including low priority or cold calls. Allowing patrol units to self-dispatch to low priority or cold calls frees up valuable "air time" and allows officers to be more efficient in call handling as they can respond to calls in geographic sequence which is very important when travel times can be increased due to normal congestion. Self-dispatching to low priority calls via in car computer will still allow other units and dispatch to know what call the patrol unit is on and what their location is should cover be needed. Many large cities allow self-dispatching of low priority or cold calls as way to more efficiently handle the call load and reduce unneeded radio communication.

Recommendation: Enable two person units to self-dispatch to low priority calls for service.

4. Foot Beats

Foot beat officers are an example of a position that does not scale directly with workload and availability calculation are foot beats, an electively staffed and largely proactive unit oriented around achieving a desired public safety outcome.

The following sections provide a detailed description on the methodology for determining foot beat staffing needs and assignments, given the critical importance of this issue.

(1) Identifying Foot Beat Locations and Staffing Needs

Foot beats have been demonstrated in numerous studies[9] as being highly effective strategies for reducing crime and the fear of crime, combatting disorder, and building relationships with communities. Officers are able to directly interface with businesses, community groups, and resolve issues at the local level much more quickly than officers in black and white patrol cars, particularly in a dense, high-traffic location.

However, foot beats provide more value and efficacy in certain types of locations than in others. Areas that are walkable, dense, and have high levels of activity enable the officer on foot to make more community member contacts and other proactive work than would be possible in a patrol car.

Officers assigned to foot beats are utilized in this type of proactive capacity for the vast majority of their time. Consequently, their workload is not directly proportional to incoming

[9] Ratcliffe, Jerry H., et al. "The Philadelphia Foot Patrol Experiment: A Randomized Controlled Trial Of Police Patrol Effectiveness In Violent Crime Hotspots*." *Criminology*, vol. 49, no. 3, 2011, pp. 795–831., doi:10.1111/j.1745-9125.2011.00240.x.

service needs. As a result, it is an elective decision that the department makes to staff these positions. However, because their staffing needs cannot be traced back directly to a measurable workload, such as calls for service hours, different metrics must be created. Other service need metrics such as Part I crimes can perhaps provide a benchmark of a foot beat's effectiveness, but there are limitations in using that data to allocate resources between district stations. Moreover, the primary goal in establishing a foot beat is often not to reduce crime necessarily, but rather to build police-community relations, establish a presence in an area of importance, and to serve as a liaison to the neighborhoods and business communities.

There are numerous potential directions to take in using metrics to identify foot beats locations. **Demographics** (e.g., population density, vulnerable communities), **commercial activity** (e.g., total square feet of commercial space, number of non-office business establishments, etc.), **public spaces** that serve as a focal point for activity, as well as **service needs** (e.g., crime and calls for service), are all valid approaches. But because each is relatively narrow within entire scope of the foot beat officer role, constructing a methodology would require multiple variables. In order to balance out locations and not over/underweight certain areas that lack in a metrics, foot beats would have to be determined by a composite score.

If a goal of the methodology is to reduce the subjectivity and discretionary process of allocating foot beat resources, then *complex composite scores ultimately do not achieve this objective*. Instead, a simpler methodology is needed that can tie together different place defining attributes.

(2) Pedestrian Traffic and Place-Based Policing

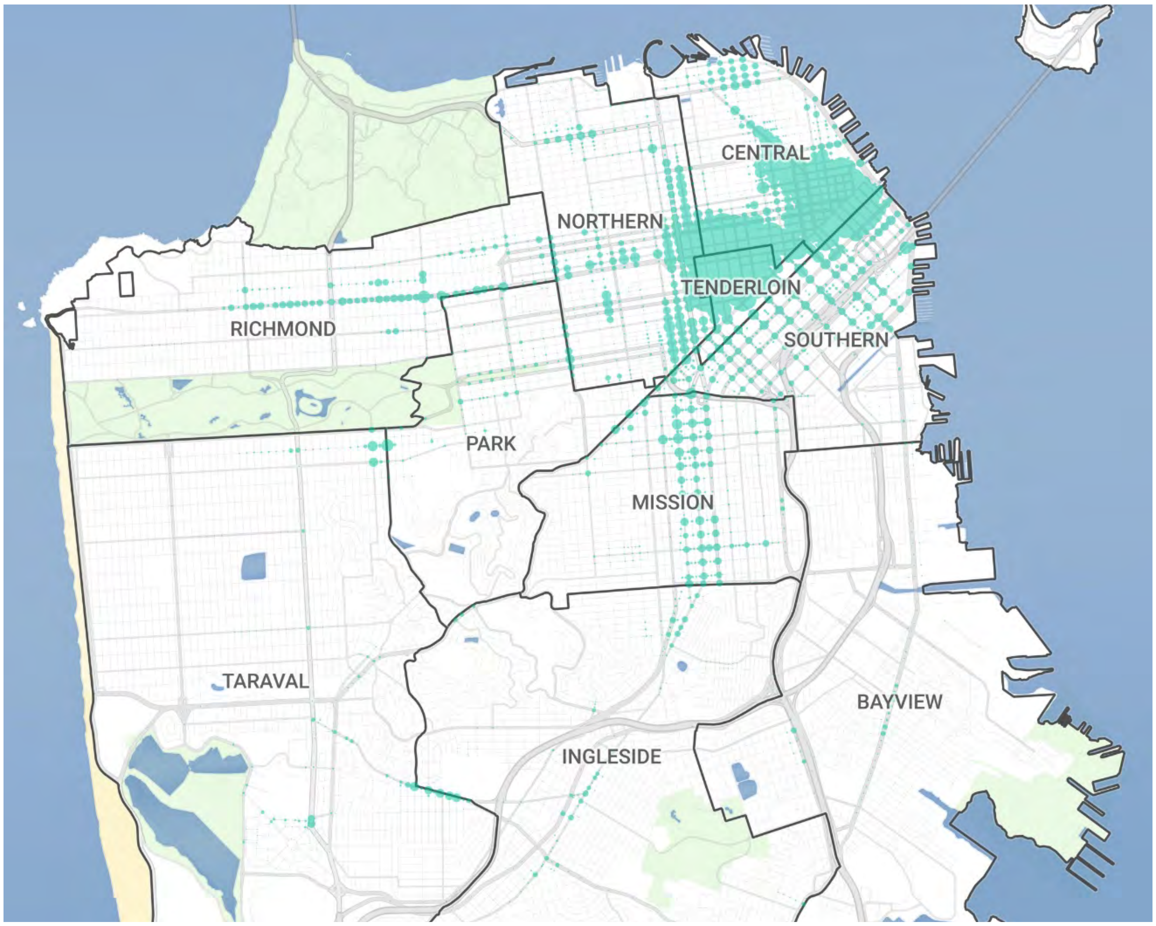
One such opportunity is to utilize pedestrian traffic for the central metric for place-based policing, as it effectively links together each of the other metrics. High concentrations of pedestrians correlate to commercial activity, public spaces, density of people, and calls for service alike. Furthermore, it fulfills the additional need for a foot beat to be **walkable**, because high pedestrian activity will often be in the most walkable areas.

The San Francisco Municipal Transportation Agency (SFMTA) produces a statistical model that estimates the volume of pedestrians that cross each intersection in the city, using the results to identify where pedestrians are at the greatest risk of being the victim of vehicle collisions. The is updated annually, and is publicly available in a GIS-based format that enables for additional analysis to be performed with the base data.

Beyond the stated objective of the dataset, the pedestrian volume data can be repurposed as a method of defining and identifying locations for place-based policing strategies.

To examine this, the project team mapped the intersections as dots, sizing them proportionally to the number of pedestrian crossings per year (1 meter per 50,000 pedestrian crossings). The results of this analysis clearly show areas with the highest activity, which in most cases form discrete concentrations, as illustrated in the following map:

Concentration of Pedestrian Crossings by Intersection



The areas featuring consecutive intersections with recognizable concentrations of pedestrian activity, represented by strings of medium and large teal dots share a number of characteristics.

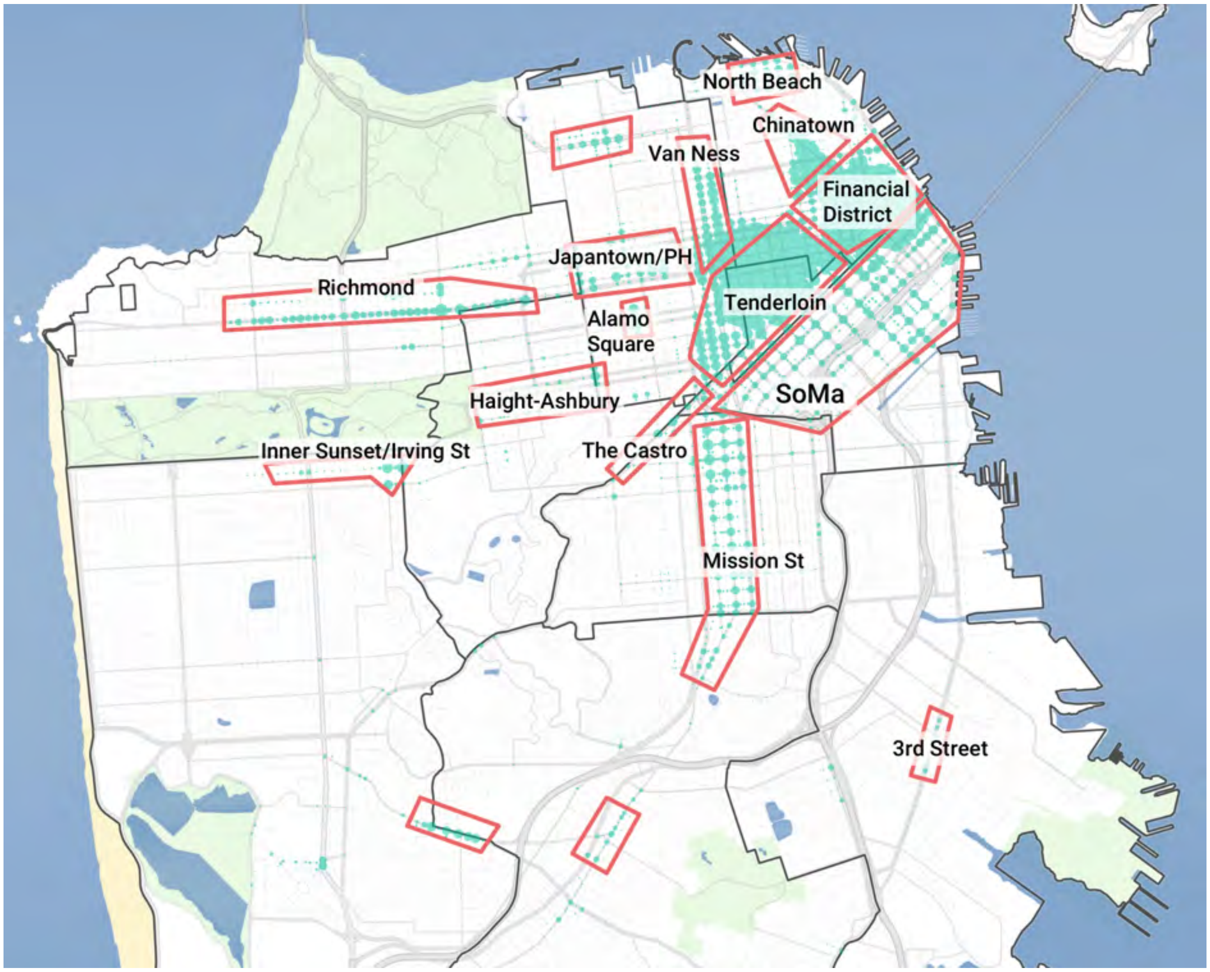
- Walkable areas, most of which are in close proximity to transit.
- Areas with significant commercial activity, nightlife, and/or high population density.
- Areas that are relatively well known and recognizable.

The stretch that includes Civic Center, the Tenderloin, and the Financial District have such high volumes of pedestrian traffic that the intersection dots overlap to form a contiguous area that is shaded teal. Additionally, it is worth noting that the GIS analysis actually renders a dot for every intersection in the city. The difference between the higher-activity intersections and the rest of the city is so great that the less busy intersections are not visible in the map.

Where there are consecutive intersections with concentrated pedestrian activity, most of which are major streets, it is possible to construct a hypothetical foot beat, representing an area that is roughly the size of a zone that could be patrolled on foot by one or more officers.

Many of the regions with high pedestrian activity correlate with recognizable neighborhoods and areas of interest. This is particularly true from the perspective of the public, as many of the concentrated areas are located on or intersect patrol district boundaries. The following map illustrates this by labeling a number of areas where pedestrian activity is concentrated:

Pedestrian Traffic Concentrations with Area Labels



This also demonstrates that pedestrian traffic can be used to generate foot beats. The process could either be done visually, as was done here in this discussion, or through an equation as a data-centric approach.

It is important to note that many of these areas would need to be staffed by more than a few officers, such as the Tenderloin. However, the methodology would not be quite as would not be as simple as “x amount of pedestrians per foot beat officer”. An intersection on the busiest street in Inner Sunset, for instance, would only have 1/5th to 1/30th the number of pedestrians on crossing an intersection on Market. Building in diminishing returns to adjust for this would facilitate the delineation of these zones.

(3) Process Used to Identify Foot Beats

In order to determine current staffing needs for foot beats, as well as to outline a process for these areas to be built and defined in the future, the project team used data to create a set of new foot beats.

To begin the process, the intersections are loaded into the GIS program with pedestrian model estimates. The points are given a data-defined setting for displayed width using a rate of 1 meter (to scale) for every 50,000 pedestrians. Other recommended layers include streets, district boundaries, and parks. Foot beat areas are then identified and drawn through the following steps:

(1) 5 out of 10 consecutive intersections in a line must have over 2 million pedestrians/year pedestrian crossings. This is visually apparent, but is confirmed by selecting the points.

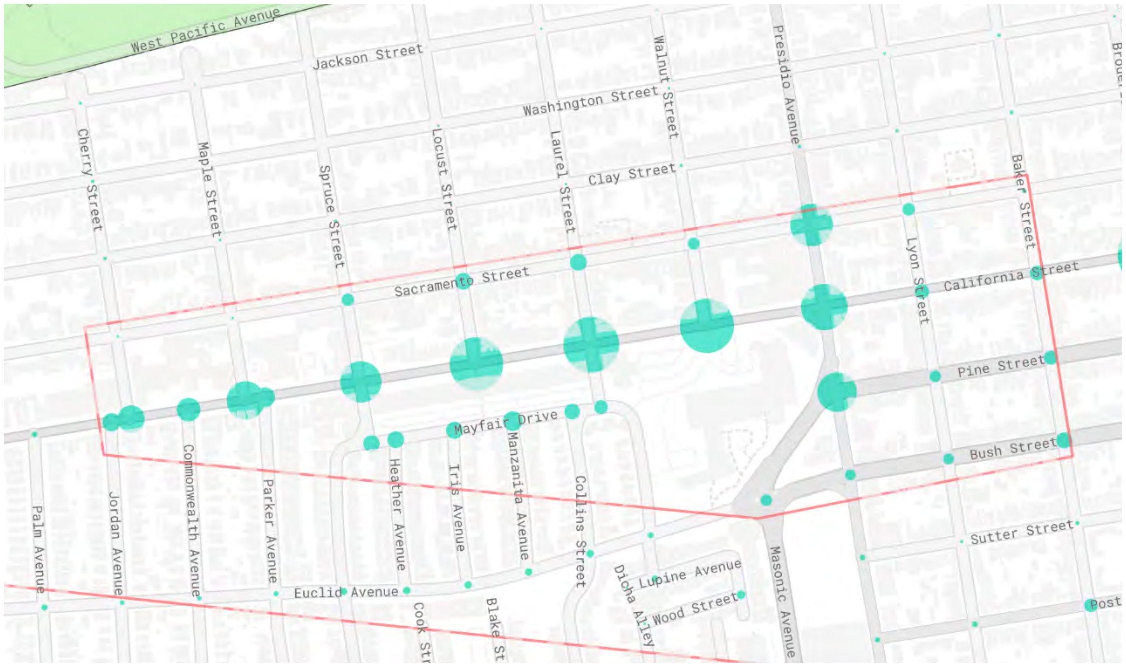
(2) Zones are then expanded until there is significant drop-off in pedestrian volume the next 2-3 intersections (typically where there is below 600,000 pedestrians/year).

(3) Zones are then simplified and adjusted to better conform to recognizable neighborhood areas.

(4) The zones are cut to district borders. Some areas have been cut into multiple districts, such as the Tenderloin neighborhood and Mission St. Exceptions were made in some areas where the zone was extended across district borders by up to one city block.

(5) Using the final borders, zones are cut from the final list if the total number of pedestrians among all included intersections is under 60 million/year.

An example of these factors is shown in the following map, where the borders of the foot beat have been simplified and cut off before the intersections where pedestrian activity diminishes to a fraction of the others in the area:



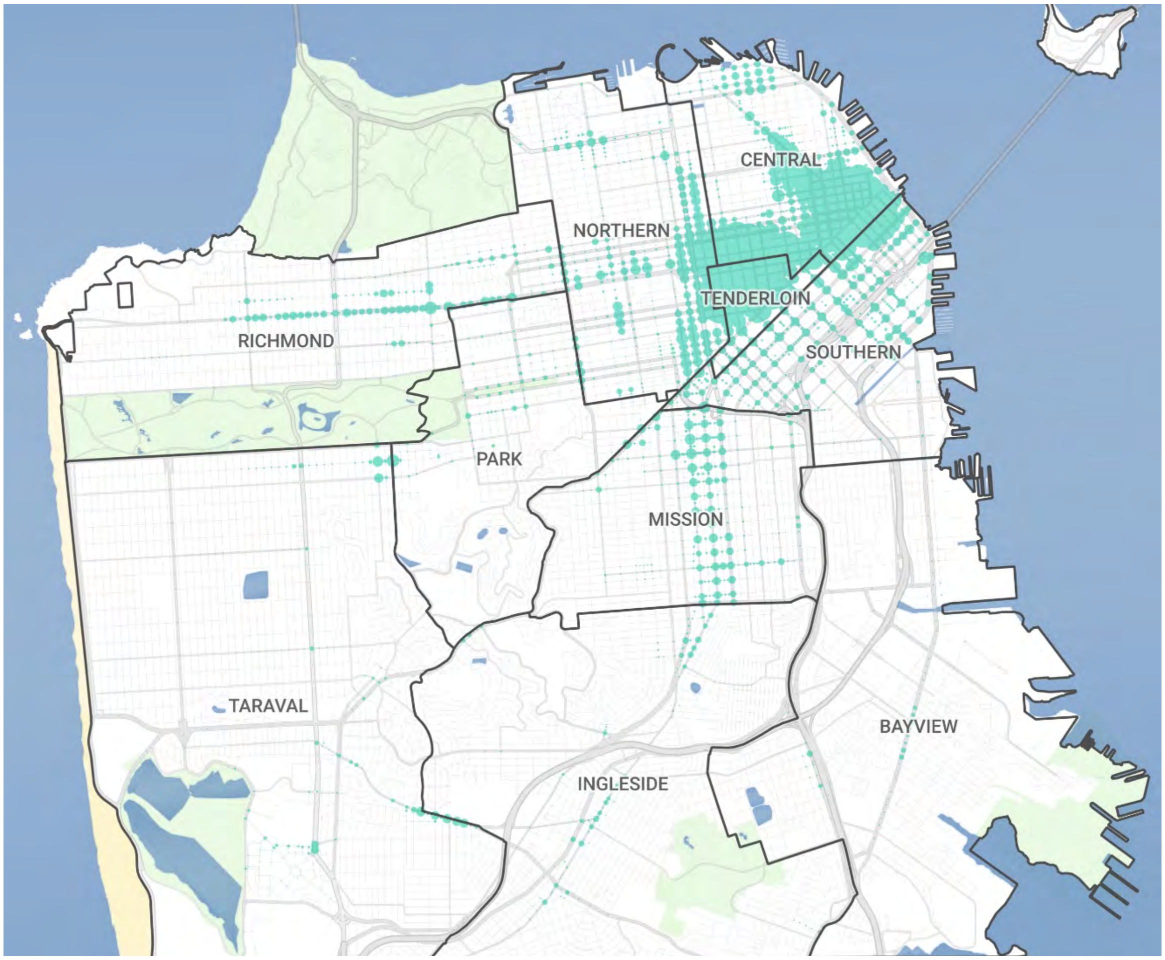
The foot beat includes a hospital, a concentration of commercial properties, and a UCSF campus extension.

In total, the process has resulted in the creation of 23 foot beat areas, which together account for over 79% of all estimated pedestrian crossings in the city. All districts excluding Bayview received a foot beat, with an extended area on 3rd St in its territory totaling approximately 39 million crossings, falling well short of the required minimum threshold of 60 million.

(4) Identification of Potential Foot Beat Areas and Associated Staffing Needs

For context, the following map displays the Field Operations district boundaries that foot beats must adhere to, since resources are allocated along these lines:

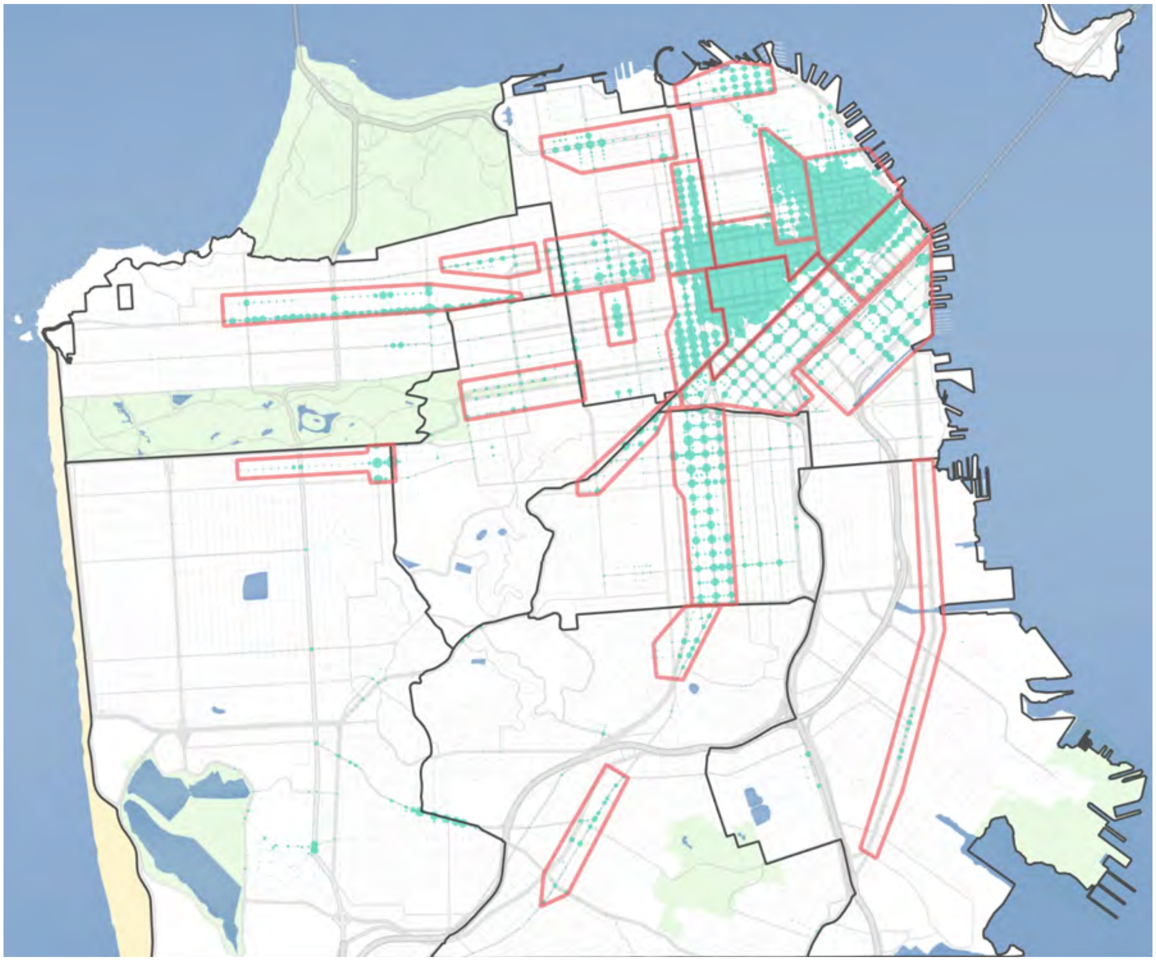
Current District Station Boundaries



To review, the teal circles are proportional to the number of pedestrians. It is evident from this that downtown poses a number of challenges, as there are no clear cutoff points between concentrations. Moreover, the boundaries of the Tenderloin District cut in the middle of several areas, and in reality, represent only part of the area that is generally considered The Tenderloin from the point of view of a community member. Several other district boundaries also run through streets with significant concentrations, including Taraval/Ingleside (Ocean Ave) and Park/Mission (The Castro).

The following map provides the boundaries of the initial foot beat zones created through this methodology, with district station boundaries outlined in black:

Potential Foot Beat Boundaries Identified Using Pedestrian Activity



In the initial zones created through the pedestrian input methodology, the Downtown area, which generally includes the Financial District, SoMa, and The Tenderloin areas (among others), resembles a patchwork of different foot beat and district station boundaries. In assembling the foot beats, aligning to district borders was prioritized first, followed by neighborhood boundaries, concentrations, and simplicity.

A small exception is made to the rule for contiguous active intersections for 3rd Street, where a lower density of pedestrian activity is spread out over a longer stretch that encompasses over 90 million crossings when viewed as a whole.

It should be noted that some areas with higher pedestrian counts, such as San Francisco State University (SFSU) and the Presidio area, were not chosen because there are additional law enforcement and security organizations operating and responsible for maintaining a presence in those areas.

It is important to note that the zones are initial ideas of where foot beats could be placed, using *only* pedestrian activity hotspots as the method for doing so. The zones have been constructed for the purposes of developing the staffing model, and **each foot beat should be refined and revised through a process of review and revision by command staff and input from local leaders**. Additionally, it is clear that the pedestrian activity model may not identify some zones that the community sees are important locations for foot beat zones to be created, underlining the need for local community input on the process.

The methodology outlined in this chapter is designed as a framework for a data-driven foot beat identification process; however, **this should be considered only as the starting point**. It does not replace the process of commander discretion or community input.

With these qualifications in mind, the following table provides a list of the 23 initial foot beat areas created through this process, as well as the district they are organized under and the estimated number of pedestrian crossing over a year:

Number of Pedestrian Crossings in Each Preliminary Foot Beat

District	Foot Beat	# Pedestrians (in millions)
Bayview	3rd Street/Dogpatch	92
Central	Chinatown	525
	Financial District	1,626
	North Beach	131
	North Tenderloin	782
Ingleside	Ingleside	100
	South Mission	75
Mission	Mission	477
	The Castro	98
Northern	Civic Center	392
	Cow Hollow	135
	Fillmore	55
	Japantown/Pac Heights	198
	Van Ness	320
Park	Haight-Ashbury	105
Richmond	Laurel Heights	59
	Richmond	278

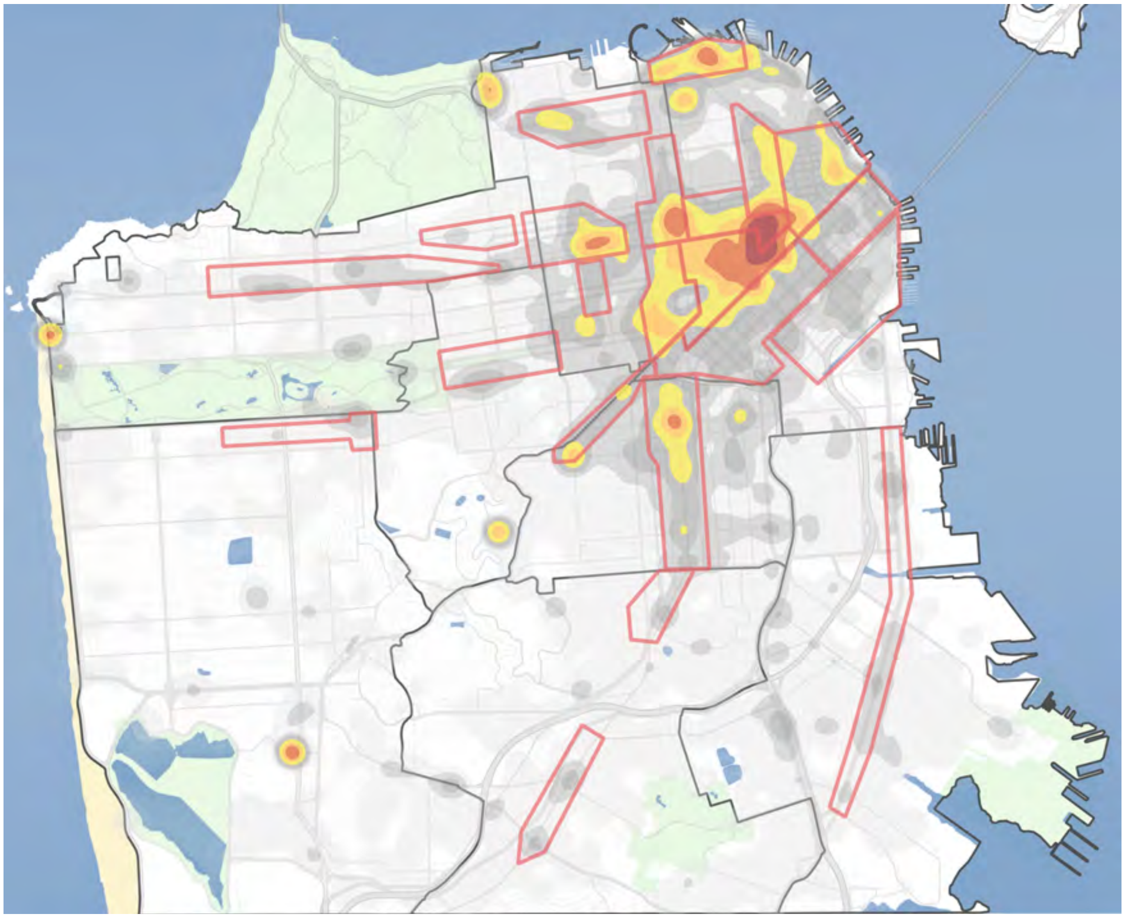
District	Foot Beat	# Pedestrians (in millions)
Southern	China Basin	275
	Financial District/SoMa	496
	SoMa	465
Taraval	Inner Sunset/Irving St	72
	Ocean Ave	70
Tenderloin	Tenderloin	980

Clearly, there is a wide range of activity levels among the selected foot beats. In turn, they would require different staffing allocations in order to maintain an effective presence. Higher densities of pedestrian activity increase the opportunities to make contacts, which in turn increase the effectiveness of a foot beat. There are some nuances to this, however, which will be explored later.

To compare how the foot beat zones stack up against Part I crimes[10], the following map provides a heat map visualization underneath the foot beat zones, which are shown in red:

[10] Part I crimes, as defined by the FBI's Uniform Crime Reporting Center, include the following crime types; Homicide, rape, aggravated assault, robbery, larceny-theft, burglary, auto theft, and arson. A one-year period of data was used for the analysis, beginning on December 1st, 2018, and ending on November 30th, 2019.

Heat Map of Part I Crimes



There are a few locations outside of the foot beat zones, such as at the northern end of the beach in Richmond District, where crimes have been reported specifically at one single location. In general, however, the foot beat zones largely match the areas where crime occurrences are concentrated in greater densities.

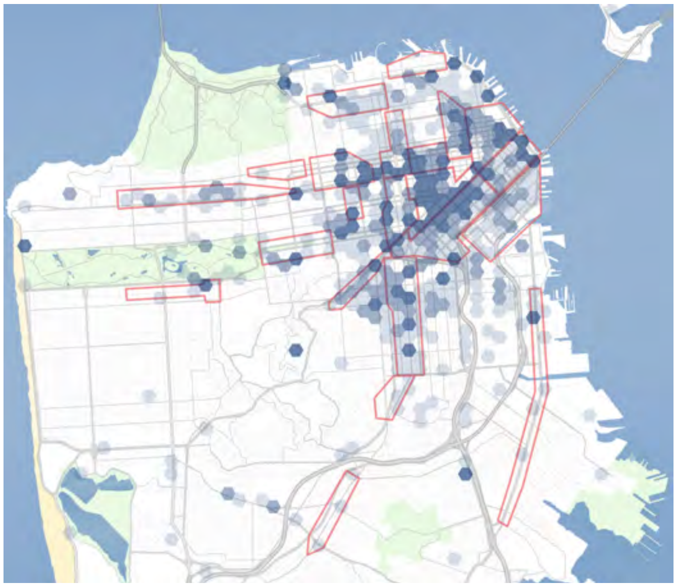
Specific types of crime were also examined in how the preliminary foot beat zones overlay with hotspots. In particular, the project team examined larceny thefts and assaults, two relatively common types of crime where research (Liévano and Raphael, 2018) has found that deploying officers on foot beats can reduce their rate of occurrence[11] by as much as 17% and 19%, respectively.

Rather than a heat map, the project team divided the city into a grid of small hexagons, counting the number of crime reports in each hexagon. Darker, more opaque areas

[11] Liévano, M., & Raphael, S. (2018). The Effect of Redeploying Police Officers from Plain Clothes Special Assignments to Uniformed Foot-Beat Patrols on Street Crime. *UC Berkeley: Institute for Research on Labor and Employment*.

indicate more higher numbers of crime occurrences. As before, the preliminary foot beat areas are shown for comparison in red.

Larceny Theft



Assault

Although the foot beats largely keep the most significant concentrations in the zones, the results are somewhat varied.

In North Beach, for instance, the foot beat zones misses virtually all larceny theft calls. The Richmond foot beat, however, does almost entirely keep hotspots within its boundaries.

A number of the significant lone concentrations of crime are single-address locations. Some of these show up as hot spots because they are the locations where the crime is reported, rather than where it occurred. One instance of this is the Zuckerberg Hospital, which shows up as a hotspot of assault on the map.

(5) Staff Required for Individual Foot Beats

Given the range of activity levels present in each foot beat, as well as in the size of the foot beat areas, the number of officers needed to effectively patrol each area will be different. This can be done by applying a ratio of the number of pedestrian crossings per officer, with some exceptions made in the rates applied to certain zones, where there are exceptions in the general nature of pedestrian activity in the area.

If staff are assigned at a rate of 1 officer per 75 million pedestrian crossings, with a minimum of 2 officers per area in order to ensure coverage across the week (without a complete relief factor), the necessary staffing allocations range from 2 to 22 officers per foot beat.

The rule should not be applied uniformly, however, as there are some areas where pedestrian activity is fundamentally different in nature. The Financial District has the highest pedestrian count, at over 1,600 million crossings per year. A much larger share of the pedestrians are in transit to and from work than in other areas, meaning that pedestrians are less likely to be interacting with the neighborhood as they travel from one point to another. Because of the density and diversity of transit options available to downtown commuters, a high number are also traveling by public transit, meaning that more walking may likely be required, thus further driving up the count of intersection crossings. As a result, a different increment of officers per crossings is applied, at 300 million per FTE, compared to the standard rate of 75 million.

The following table presents these statistics, showing the number of pedestrian crossings and officers needed to staff each area that meets the minimum threshold for establishing a foot beat:

Staffing Needed by Foot Beat

District	Foot Beat	# Pedestrians (in millions)	Increment	# Ofc. Needed
Bayview	3rd Street/Dogpatch	92	75	2
Central	Chinatown	525	75	7
	Financial District	1,626	300	5
	North Beach	131	75	2
	North Tenderloin	782	75	10
Ingleside	Ingleside	100	75	2
	South Mission	75	75	2
Mission	Mission	477	75	6
	The Castro	98	75	2
Northern	Civic Center	392	75	5
	Cow Hollow	135	75	2
	Fillmore	55	75	2
	Japantown/Pac Heights	198	75	3
	Van Ness	320	75	4
Park	Haight-Ashbury	105	75	2
Richmond	Laurel Heights	59	75	2
	Richmond	278	75	4
Southern	China Basin	275	75	4
	Financial District/SoMa	496	75	7
	SoMa	465	75	6
Taraval	Inner Sunset/Irving St	72	75	2
	Ocean Ave	70	75	2
Tenderloin	Tenderloin	980	75	13
Total				94

Tenderloin figures do not include officers assigned as bike officers. For the purposes of the staffing model, 30 of the 42 foot/bike officers in that station are assumed as bike officers (although these roles are interchangeable and shared in reality), and are considered separately.

It should be noted that the staffing figures also include officers that are assigned on bike, and should be compared against current foot beat and biking staff as one group. The Tenderloin District presents a unique issue related to this. The patrol analysis shows that the number of officers assigned to regular patrol roles relative to the amount of workload handled by the district is significantly less than other areas, and consequently shows a need for a significant staffing increase.

This finding, however, should be viewed with the context of the many bike officers assigned to the district, who may also handle calls in addition to proactive roles, but who have not been factored into the analysis of regular patrol units. Likewise, the foot beat and bike officer analysis is staffing them solely for their proactive capabilities. As a result, the recommended staffing numbers show both a need for greatly augmented patrol staffing, as well as fewer foot beat and bike officers – although more are recommended in the district than in most other districts.

Recommendation: Identify potential foot beat zones using SFMTA pedestrian count estimates as a basis. The 23 zones that have been initially identified should then be reviewed, modified, and revised through a process of commander review and community input, with additional zones created as needed where prioritized by the community.

Recommendation: Allocate foot beat officers to each district in proportion to pedestrian counts, with some adjustments and exceptions.

(6) Additional Considerations

The purpose of this analysis has been to establish a data-driven approach to allocating foot beat zones. It should be considered within those limited confines – as an analysis that does not account for qualitative factors, such as topical concerns of the public, SFPD experience, and other factors that may change from year to year. This is underscored by the reality that foot beats are inherently discretionary in nature, and intersect with politics to a degree. As a result, it is important to weigh the recommended foot beat zones and the number of staff allocated to them should be within the context of commander discretion. If SFPD executive team members and commanders identify priorities and needs that differ from the outputs shown from this methodology, then those needs are valid was well, and should be considered over what is recommended in this chapter.

5. District Plain Clothes and Homeless Units

The following subsections examine the staff assigned to Plain Clothes Teams and as Homeless Officers at the district level, examining opportunities to combine functionality while staffing both areas appropriately.

(1) Plain Clothes Teams: Unit Overview and Analytical Framework

The Plain Clothes Street Teams at most districts are multi-functional teams of officers that perform a variety of proactive and investigative functions in support of both Patrol and SIT investigations. Dependent upon the District, these teams are potentially used in a variety of ways to address various problems to include investigative field support (follow-up interviews), proactive undercover activities, directed street enforcement efforts, etc.

Interestingly, the size, supervision, roles and responsibilities and actual existence of Plain Clothes Street Teams varies widely. The table below shows the actual deployment of officer staff for Street Teams, by District, reflective of the varied deployment strategies of these teams in SFPD.

Comparison of Plain Clothes Street Teams Assigned to Stations

Station	# Officers
Bayview	6
Central	4
Ingleside	5
Mission	0
Northern	7
Park	0
Richmond	2
Southern	5
Taraval	7
Tenderloin	0
Total	**36**

As shown, Street Teams range in size from 2 to 7 officers, with three of ten districts not fielding such a team. The average size for those Districts having a team is approximately 5 officers, some of which have dedicated sergeants and some of which do not.

(2) Homeless Officers: Unit Overview and Analytical Framework

As noted previously, SFPD addresses the serious homelessness issue in a bifurcated approach that features both the centralized HSOC and decentralized homeless officers in every district. The staffing contingent for district-based officers is shown below:

Comparison of Homeless Officers Assigned to Stations

Station	Homeless Ofc.
Bayview	2
Central	6
Ingleside	1
Mission	6
Northern	4
Park	2
Richmond	4
Southern	6
Taraval	2
Tenderloin	4
Total	**37**

As shown, Homeless Officers at the Districts range from 1 to 6 dependent upon the District. The current allocation of homeless officers to each station does not reflect a data-driven approach consistent with best practices in problem-oriented policing. Staffing needs should be determined from an analysis of workload based on the results of data collection noted below (e.g. homeless counts, calls-for-service, proactive time).

(3) Homeless Officer and Street Team Metrics and Best Practices

While SFPD staff many Plain Clothes Street Teams and Homeless Officers, their deployment does not consistently reflect an overall planned approach with respect to problem-oriented policing (POP). These proactive efforts should be more definitive, and directed activities consistently developed around key goals and objectives linked to desired outcomes. These can include specific endeavors to address continuing community problems; directed patrol activities such as drug sales/use suppression; investigative support; property crime preventive patrol; homeless contact; or other critical problem-oriented policing initiatives identified by each SFPD District that is presently desired by the community and can best be served by specialized efforts.

The specialized efforts of Street Teams should be more formalized and indeed revisit in the broader context of what the SFPD wishes to achieve in the context of problem-oriented policing. SFPD has accomplished this with respect to homelessness, but there are additional efforts that can be addressed through planned and focused POP initiatives at each District.

The problem-oriented programmatic philosophy is summarized in the following abstract by the Department of Justice[12]:

Problem-Oriented Policing
Department of Justice Office of Justice Programs Summary

Problem-oriented policing is a department-wide strategy aimed at solving persistent community problems. Police identify, analyze, and respond to the underlying circumstances that create incidents. The theory behind it is that underlying conditions create problems. Thus, officers use the information gathered in their responses to incidents, together with information obtained from other sources, to get a clearer picture of the problem. The traditional conceptual model of problem solving, known as SARA, follows these four steps:

Scan. Identify problems and prioritize them incorporating community input.

Analyze. Study information about offenders, victims, and crime locations.

Respond. Implement strategies that address the chronic character of priority problems by thinking "outside the box" of traditional police enforcement tactics and using new resources that were developed by the city to support problem-solving efforts.

Assess. Evaluate the effectiveness of the strategy through self-assessments to determine how well the plan has been carried out and what good has been accomplished.

This process provides for a fresh uninhibited search for alternative responses. Some examples of alternative solutions include:

– Target hardening (i.e., reducing opportunities)
– Changes in government services
– Provision of reliable information to residents
– Specialized training for police officers
– Use of community resources
– Increased regulation
– Changes in city ordinances or zoning

In summary, the process represents a new way of looking at the police function. It is a way of thinking about policing that stresses the importance of the end product rather than the means. It overlaps with Community-oriented Policing in that the community is often involved in defining the problems and identifying interventions.

Problem-oriented policing activities require important due diligence efforts as well as appropriate staffing levels. In brief, the allocation of staff resources to these types of functions requires additional strategizing to ensure resources are not expended unwisely. There is no consistent formula to evaluate the level of staff resources a community should allocate to these problem-oriented enforcement efforts; it is definitively a strategic effort on the part of the SFPD to determine what staff resources should be devoted to these

[12] Community and Problem-oriented Policing Abstract, USDOJ, October 2010, pg. 4-5.

efforts and how they should be applied. However, certain guidelines can be applied as a starting point.

The executive management of the SFPD, in cooperation with District Captains, should revisit the staff levels of problem-oriented teams that include primarily:

- Existing Plain Clothes Street Team personnel; and
- Existing Homeless Officers.

There are two options consistent with problem-oriented policing philosophies that SFPD should consider:

- These two teams should be combined and reformulated into a new Street Team in the broader context of formalized problem-oriented policing, using the SARA framework defined in the previously shown DOJ abstract, as well as other efforts, to strategically develop a specialized unit staffing plan that mitigates community harm, focuses more on the process of targeting problems in the community and making assigned staff accountable for results.
- The two teams can remain separated with unique missions; however, such a deployment does not benefit from the economies of scale and the advantages of being able to strategically deploy personnel on overall larger teams to address POP efforts as they arise.

The data below provides staffing metrics to allow for a combination of these two units or to continue staffing individual units.

(3.1) Administrative and Proactive Time

Because fully “proactive units” are often designed to dedicate 100% of their time to specialized field efforts and the supporting administrative time required, development of staffing requirements can be based on other approaches noted below. As a result, the staffing needs of this unit are not analyzed using a workload-based approach.

(3.2) Workload Metrics

Because staffing levels in proactive units can flex tremendously, generally speaking they can be devised as a proportion of total core staff. In this instance, assuming each district reflects its only unique policing agency, a proportion of the total field officers at each District is recommended.

(3.3) Staffing Analysis Methodology

There are two major parts to devising a newly formulated Problem-Oriented Policing Team, which calculates the staffing needs for Plain Clothes and Homeless officers separately before adding the staffing needs together.

First, the following table reflects the possible size of a Plain Clothes Street Teams, using a **ratio-based methodology** that staffs the function as a percentage of total field officer staffing contingent at each District. The range our project team has discovered is total Street Team (e.g., officers) should typically represent from 7-8% of core patrol officers.

As noted elsewhere in this report, ratio-analyses for proactive investigative and problem-oriented units for larger law enforcement agencies falls within the 'single percentage digits.' In effect, the higher percentage dedicated to such proactive efforts is reflective of a need in the community to address critical problems in a targeted fashion. Data suggests SFPD has several important street-level issues that can be addressed directly; as such, an 8% plain clothes ratio is utilized.

Plain Clothes Component: Ratio-Based Staffing Analysis

Station	Core Patrol Officers	Plainclothes FTEs @ 8%
Bayview	74	5.9
Central	79	6.3
Ingleside	81	6.5
Mission	76	6.1
Northern	70	5.6
Park	43	3.4
Richmond	50	4.0
Southern	72	5.8
Taraval	63	5.0
Tenderloin	83	6.6
Total	**691**	**55.3**

Second, a **workload-based analysis** calculates the number of homeless officers needed, using the number of encampment calls per year as a proxy, and building from that accommodating work associated with homeless issues. The driving assumption is that one officer can handle 2,000 calls effectively per year. At 1,700 net available hours yearly per officer and an assumption of 70% of time utilized for specifically these types of responses, this equates to each encampment response taking around 35.7 minutes. The remaining 30% comprises other types of activity, a portion of which is proactive in nature. The following table provides these calculations:

Homeless Officer Component: Workload-Based Analysis of Staffing Needs

District	# Encampment Calls[13]	Homeless FTEs Needed
BAYVIEW	2,723	1.4
CENTRAL	464	0.2
INGLESIDE	1,263	0.6
MISSION	17,865	8.9
NORTHERN	6,136	3.1
PARK	1,776	0.9
RICHMOND	1,026	0.5
SOUTHERN	10,378	5.2
TARAVAL	651	0.3
TENDERLOIN	3,502	1.8
Total		**22.9**

(3.4) Results of the Analysis

Based on the calculations noted above, the reorganization and reallocation of staff into combined problem-oriented policing teams results in changes to the size of these units. Even so, combining these functions will lead to a more robust proactive contingent throughout the district stations that is able to focus on specific problem-oriented policing efforts unique to each district.

The following table provides the results of this analysis, rounding the combined officer staffing figure into the nearest whole number.

[13] Figures are annualized based on a partial range of dates in 2019.

Problem-Oriented Policing Teams: Combined Staffing Needs

District	Homeless FTEs Needed	Plain Clothes FTEs Needed	Combined FTEs Needed (Rounded)
BAYVIEW	1.4	5.9	**7**
CENTRAL	0.2	6.3	**7**
INGLESIDE	0.6	6.5	**7**
MISSION	8.9	6.1	**15**
NORTHERN	3.1	5.6	**9**
PARK	0.9	3.4	**4**
RICHMOND	0.5	4.0	**5**
SOUTHERN	5.2	5.8	**11**
TARAVAL	0.3	5.0	**5**
TENDERLOIN	1.8	6.6	**8**
Total	**22.9**	**55.3**	**78**

As shown based on the aforementioned tables, methodologies allow for a consolidated Street Team or independent Homeless and Plain Clothes teams.

(4) Staffing Analysis Methodology – Supporting Personnel

Based on the analytical frameworks noted, each Street Team, potentially excluding Park District, should have one (1) supervising sergeant. This sergeant can report to the SIT Lieutenant who will interface regularly with their Patrol counterparts and District Captain in order to determine best use of Street Team resources consistent with the SARA philosophy.

(5) Summary of Staffing

The following table summarizes the methodologies used for the Problem-oriented Policing Teams (Plain Clothes and Homeless) and resulting outcomes.

Plain Clothes and Homeless (Citywide Totals)

Position	Methodology	Curr. FTEs	Rec. FTEs
Sergeant	**Span of control** Supervisor position, scales based on the number of special detail direct reports, generally at a rate of 1 for every 7-9 FTEs.	1	9
Officer	**Ratio-based and Workload Based** Staffing based on ratios and encampment calls	73	78

Recommendation: Consolidate functions of the Plain Clothes Teams and Homeless Officers into a Problem-Oriented Policing Street Team, using a combined workload and ratio-based approach to determining staffing needs for each district. Alternatively, using the same methodology, the districts could continue the current practice of having of two independent teams based on their unique needs with specific mission goals and objectives.

6. School Resource Officers

(1) Unit Overview and Analytical Framework

School resource officers (SROs) interface with HS and other campuses in the district, and are directly assigned to the schools they work with. Their workload metrics and staffing targets are set as follows:

(2) Staffing Analysis Methodology

School resource officer staffing needs are determined using a **ratio-based** methodology, rather than a workload/capacity-based methodology.

Positions are allocated based on enrollment at public high schools, with **1 officer targeted for every 1,000 students**. If two or more schools within the same district have enrollment totals that together reach or nearly reach the threshold, and SRO position can be split between them. The following table provides these calculations:

School Resource Officers Needed Based on 1:1,000 Ratio

District	Name	Enrollment	# SROs Req.
Bayview	Burton	1,033	1.00
	Marshall	638	1.00
Ingleside	Acad. of Arts and Sciences	318	0.33
	Asawa	614	0.33
	Balboa	1,260	1.00
	Jordan	258	0.33
Mission	Mission	1,058	1.00
	O'Connell	319	0.50
	SF International	302	0.50
Northern	Galileo	1,890	2.00
Park	Independence	201	0.50
	Wallenberg	636	0.50
Richmond	Washington	2,054	2.00
Taraval	Lincoln	2,046	2.00
	Lowell	2,685	2.00
	Total	**15,312**	**15.00**

As noted above SFPD currently assigns school resource officers to stations, though there is Captain that is in overall charge of the SRO program. This is not a prevailing practice of larger agencies. Under the current assignment there is a bifurcated chain of command where the daily operations of SROs fall under the station chain of command while the overall responsibility for the program is with the SRO Captain. Though this arrangement is less resource intensive as there is a no need for additional sergeants / lieutenants there are some issues with this approach:

- The Captain does not have a direct chain of command to officers in the SRO unit.

- Daily operations are monitored by patrol sergeants who may not be familiar with specific rules and procedures of the school district.

- Patrol sergeants may not have developed strong relationships with school administrators in their patrol area because it is not their primary focus.

- Officers may not be monitored as closely due to span of control of patrol sergeants who also must monitor patrol operations.

Prevailing practice for larger agencies is to have a separate SRO unit with full time officers, sergeants and command staff assigned. This helps maintain a strong chain of command, allows for long term relationship development with officers and sergeants assigned to specifically to schools. This insures that all members of the unit are familiar with school district rules and procedures.

Additionally, the Captain can have more contact with officers and sergeants in the unit which can help establish long term vision and can increase unit communication so that the captain is aware of any issues with schools. Having a centralized unit with dedicated sergeant can help with logistical issues, training and school threats.

School Resource Officers

Position	Methodology	Curr. FTEs	Rec. FTEs
Captain	**Unique/Non-scalable** Executive position; does not scale.	1	1
Officer	**Non-scalable** Light-duty support role to assist the captain. Does not scale with workload or unit size.	1	1
Officer	**Ratio-based** Determines SRO staffing needs based on off of a ratio of 1 FTE per 1,000 high school student body population, with adjustments made thereafter for locations featuring increased workload relative to school size. Because it is calculated at the district station level, fractional credit of one-half or one-third per school if there are other schools in the same district with fractional staffing needs.	16	15

Recommendation: Establish a centralized SRO Unit.

Recommendation: Add two SRO sergeants to the unit for a span of control of approximately 1 to 8.

7. District Housing Officers

(1) Unit Overview and Analytical Framework

The Housing Officers at each District Station are responsible for responding for calls for service at public housing units located within each Station. The officers work with property managers to address long term issues and most importantly work closely with residents to increase communication and livability.

The table below shows the actual deployment of officer staff for Housing Officers by district station:

Housing Authority Properties by Type and Number of Assigned Officers

Station	Family	Senior	Family and Senior	Total	# Officers
Bayview	7	0	0	**7**	**15**
Central	3	2	2	**7**	**1**
Ingleside	4	0	0	**4**	**8**
Mission	2	2	1	**5**	**6**
Northern	5	6	0	**11**	**4**
Park	1	3	0	**4**	**0**
Richmond	1	2	0	**3**	**0**
Southern	0	1	0	**1**	**1**
Taraval	2	1	0	**3**	**0**
Tenderloin	1	2	0	**3**	**0**
Total	**26**	**19**	**3**	**48**	**35**

As shown, all stations have at least one public housing complex within district station boundaries, but not all stations have officers assigned to housing.

The following table shows the calls for service for each station as reported in 2018:

Calls for Service at Housing Authority Locations

District Station	2018 CFS
Bayview	1,458
Central	375
Ingleside	1,117
Mission	419
Northern	1,084
Park	534
Richmond	152
Southern	0
Taraval	32
Tenderloin	226
Total	**5,397**

As the table indicates there is a great disparity in calls for service by station and the number of officers assigned to each station. For example in Bayview each officer on average would be assigned approximately 97 calls a year assuming equal distribution of calls. In Ingleside each officer would on average be assigned 139 calls per year, or approximately 42% per year more.

(2) Housing Officer Metrics and Best Practices

SFPD deploys Housing Officers to Districts that are not directly tied for calls for service, though it appears they are tied to the number of family housing units or other factors that are not captured in data. Housing officers provide SFPD and public housing units with stable, dedicated officers who are familiar with public housing rules, know property managers and residents, which is a best practice. This gives a consistent approach to policing and other community engagement issues within each public housing development.

(2.1) Proactive Time

Housing officers respond to calls for service during their shifts, however unlike patrol units all of their proactive time is typically spent in public housing developments. To be effective at creating safe environments housing officers need approximately 80% proactive time which is much higher than typical patrol units. This allows time to interact with residents and management and to perform proactive enforcement if necessary

(2.2) Workload Metrics

The project used a 1 hour per call for service workload to account for report writing and additional reports and meetings that may be necessary when working in public housing properties.

(2.3) Staffing Analysis Methodology

Based on the aforementioned approach, the following table reflects the possible number of a Housing Officers needed (rounded) at each district:

Housing Officer Staffing Needs Based on CFS

District Station	2018 CFS	Hours	Ofc. Req. Based on 90% Proactive Time
Bayview	1,458	1,458	7
Central	375	375	2
Ingleside	1,117	1,117	6
Mission	419	419	2
Northern	1,084	1,084	6
Park	534	534	3
Richmond	152	152	1
Southern	0	0	0
Taraval	32	32	0
Tenderloin	226	226	2
Total	**5,397**	**5,397**	**29**

(2.4) Results of the Analysis

Based on the calculations noted above, the number of Housing Officers needed at each District changes size in most instances. Moreover, the analysis results in a more even distribution of Housing officers per call for service, though there are 6 less officers assigned to housing overall, but each district housing officer would have at least 80% proactive time available.

Recommendation: Adopt a workload-based approach to Housing Officer staffing, except where contractual agreements require certain staffing levels to be provided.

8. Station Support and Captain's Staff

(1) Unit Overview and Analytical Framework

The workload associated with "Station Support" may be somewhat variable, but not significantly so that it would require a different staffing profile at each district station. Authorized staffing for PSAs and Captain's staff should be equivalent at each station based on the specified duties and responsibilities (e.g. front counter support, permitting, etc.).

Like other supporting functions at the District, Station Support and Captain's Staff is inconsistently deployed throughout the Districts, with staff representing anywhere from 11% to 21% of the Core Patrol Officer contingent as shown in the table below:

Overview of Current Station Support Staffing

Station	Core Patrol Officers	Captain Sergeant	Captain Officers and VMO	Clerks, Janitorial and PSAs	Ratio to Core Patrol Ofcr.
Bayview	74	0	4	7	15%
Central	79	1	4	7	15%
Ingleside	81	0	5	5	12%
Mission	76	1	5	9	20%
Northern	70	1	4	7	17%
Park	43	0	4	5	21%
Richmond	50	1	3	6	20%
Southern	72	1	2	5	11%
Taraval	63	1	3	8	19%
Tenderloin	83	1	4	6	13%
Total	**691**	**7**	**38**	**65**	

Moreover, in 30% of the instances, there is no Sergeant on the Captain's staff. This further demonstrates a varying approach to support staff at each District.

(2) Staffing Analysis Methodology

Staffing is based on the need to perform similar customer service, Captain support, and associated duties and responsibilities over the same number of shifts. Consistency in the deployment of sergeants, vehicle maintenance officer (VMO) support, and facilities cleaning (janitorial) should be considered common practice, as each District requires supervision and the provision of such services. The following reflects a revised staffing approach based on these needs.

Analysis of Station Support Staffing Needs

Station	Core Patrol Officers	Captain Sergeant	Captain Officers and VMO	Clerks, Janitorial and PSAs	Ratio to Core Patrol Ofcr
Bayview	74	1	4	8	16%
Central	79	1	4	8	15%
Ingleside	81	1	4	7	14%
Mission	76	1	4	8	16%
Northern	70	1	4	8	17%
Park	43	1	3	7	23%
Richmond	50	1	3	7	20%
Southern	72	1	4	7	14%
Taraval	63	1	4	8	19%
Tenderloin	83	1	4	7	13%
Total	**691**	**10**	**38**	**74**	

Additional positions have been allocated to four districts with higher service needs anticipated, owing to more in-station visits and phone calls.

(2.1) Results of the Analysis

The results of the analysis reflect the following staffing profile. As shown, the approximate percentage of supporting staff is more even, certain districts requiring additional staff. The base complement of staffing, however, is as follows:

- One (1) supervising Sergeant.
- Three (3) Officers to Captain's staff / station support.
- One (1) VMO excluding Park and Richmond districts. Given fleet size, this duty can be covered by the Sergeant and officer positions above.
- One (1) Clerk.
- One (1) Facility Support (janitorial).
- Five (5) PSA positions.

9. Night Shift Captains

(1) Unit Overview and Analytical Framework

The SFPD utilizes a Night Shift Captain position with two captains that work a 4-10 shift. The Captains are responsible for overseeing patrol operations during hours when senior management and station captains are normally off shift. Night Shift Captains can coordinate responses to major incidents, re-allocate resources among the 10 stations as the need arises and are able to handle critical incidents. The benefit of a night captain position is that there is a senior command person in charge during the most critical times of the day (afternoon / evening). This is especially important in a large city like San Francisco that is an international destination with thousands of daily international and national visitors. An incident in this city could draw international attention and having senior command staff available after normal work hours insures that there is a coordinated response to any incident.

(2) Staffing Analysis

Using only two captains to cover 365 days with leave, vacation and training means that there will be many days a year when there is no coverage unless a third captain is brought in or the other captain works more than 40 hours. Adding a third captain would present another challenge which is there would be many days when there are 2 or 3 captains working which is more than typically necessary.

A possible solution is to use an acting captain (senior lieutenant) to cover vacations or training. This would provide the SFPD with a person in charge during the preferred coverage hours and would help develop senior lieutenants for future promotions. This would also reduce the cost of a full time third captain when is not a need for additional full-time staff.

Recommendation: Create an SOP for acting Captain's position to cover night shift captain vacancies when they occur.

10. Community Engagement Supporting Services

(1) Unit Overview and Analytical Framework

The Community Engagement Division (CED) provides an overall Department structure and framework to enhance community relationships in our City. Members assigned work collectively to support the effort of all stations, bureaus and assignments in the Department by promoting community policing and community engagement policies, procedures and practices; creating partnerships with the residents, merchants and visitors to the city; and interfacing directly with disadvantaged stakeholders. The CED, beyond HSOC elements and School Resource Officer previously discussed, is composed of other supporting services which include:

- Youth and Community Engagement providing such services as Wilderness Program, Limited English Proficiency, Reserves, and others.
- Police Activities League to include cadet and football programs.
- Special Events includes coordination services, Police Foundation, special projects, and others.

In sum, CED supporting services provide a wide variety of efforts designed to connect with the community. The executive level oversight of the CED is displayed in the following table:

Community Engagement Division

Position	Methodology	Curr. FTEs	Rec. FTEs
Commander	**Unique/Non-scalable** Executive Manager position, does not scale based on the size of the unit.	1	1
PSA	**Non-scalable** Special support services to manager/division.	2	2
Clerk	**Non-scalable** Special support services to manager/division.	1	1

(2) Staffing Analysis Methodology

Because CED supporting services are largely policy and executive-level decision driven, there are no key metrics by which a staffing plan can be devised. The size and composition of such supporting units can alter dramatically dependent upon staff availability, budget, perceived needs, etc. As such, staffing for these kinds of units, which presently represent less than 20 staff, is based upon a “non-scaling methodology” whereby the number of staff required is selected based on key decision-makers. As a consequence, the size of such units could be very small, or very large, dependent upon the strategic initiatives undertaken based on perceived community need.

(3) Results of the Analysis

The results of the non-scaling analysis reflect the existing staffing level in CED of 19 total personnel in various job classifications is adequate unless perceived by decision-makers otherwise. With respect to the types of job classifications performing the work, supporting services often provide opportunities for civilianization. These include special event planning and youth and community engagement activities now performed by officers but that could potentially be performed by other non-sworn staff.

11. Healthy Streets Operations Center (HSOC)

(1) Unit Overview and Analytical Framework

The Healthy Streets Operations Center (HSOC) has been developed to better coordinate the many city agencies involved in addressing homelessness and unhealthy street behavior. HSOC is structured as a unified command with representatives of City departments all in one room which direct, plan, and coordinate responses to street behaviors and homelessness. It is an expansion of coordinated efforts that began in San Francisco's Mission District.

HSOC's mission is to provide unified and coordinated City service and responses to unsheltered persons experiencing homelessness. The role of the SFPD is initial engagement, and as a last resort, enforcement to respond to critical issues. One of the key service drivers and primary partners—the City's 311—provides non-emergency intake of homeless related issues from the public[14]. The HSOC has three primary goals:

- San Francisco's streets are safe and clean.
- Meet the shelter and service needs of individuals on the streets.
- Establish a unified City response to homelessness and street behavior.

Key strategies include developing a ***zone-based plan*** to identify key issues impacting each zone and tactics to address them; use a proactive team-based approach; outreach and engage to offer treatment and housing; and coordinate dispatch functions to share information and coordinate resources. The HSOC is supported in the field by 32 officers and their attendant supervision and management, and eight (8) sworn and civilian staff assigned to the HSOC "Emergency Operations Center" (EOC). There is a broad line defining responsibilities between HSOC Officers and Homeless Officers, discussed later

[14] Healthy Streets Operation Center Homeless Outreach; Police Commission Report; 9/5/18; pg. 1-3

in this chapter (e.g., response to 311 and major projects versus 911 calls), and as such, determining the appropriate distribution of centralized homeless HSOC officers versus decentralized district-based officers is one key component to determining an effective city-wide strategy.

(2) Metrics and Staffing Analysis

The following sub-sections represent the appropriate metrics and staffing targets for SFPD's centralized HSOC by calculating the overall estimated time investment required for all police-related homeless initiatives city-wide**.**

(2.1) Metrics Overview for HSOC

Units that have call answering responsibilities and significant proactive efforts (e.g. "on-views") require effective data collection to determine the appropriate size of the unit. Staffing levels for HSOC should be generated among key metrics that include:

- Reactive time or the time investment required to handle 911 and 311 calls for service.
- Proactive time or the time desired to perform outreach, interface, and other objective-oriented efforts (e.g. on-view enforcement).
- Administrative time or the time necessary to perform supporting services.

Proactive time and Administrative time have been well defined throughout the entirety of this report and are used to help determine HSOC staffing requirements.

(2.2) Staffing and Net Availability

Specific data is not readily available for staff positions assigned to HSOC, and normative values have been used for training and leave. Consequently, the following net availability metrics are used:

HSOC Annual Available Work Hours Per Year

Base Annual Work Hours		**2,080**
Total Leave Hours	–	200
On-Duty Training Hours	–	40
Subtotal: Available Work Hours	**=**	***1,840***

Unlike other units, Court Time was removed from Net Availability above given the unique emphasis of homeless-oriented personnel.

(2.3) Reactive Time

Reactive time composed of 911 calls dedicated to homeless issues is a key workload driver for the Unit. Currently data collection efforts with regard to 911 data capturing for HSOC is problematic. In the absence of 911 data, 311 data is used instead. The data below reflect one component of 311 call receipts—encampment calls. 311 encampment calls, using the time period of the data (4/10/19–5/13/19), were annualized for a full year.

311 Encampment Calls

District	# Encampment Calls (Sample Period)	# Encampment Calls (Annualized)	%
BAYVIEW	276	2,723	5.9%
CENTRAL	47	464	1.0%
INGLESIDE	128	1,263	2.8%
MISSION	1,811	17,865	39.0%
NORTHERN	622	6,136	13.4%
PARK	180	1,776	3.9%
RICHMOND	104	1,026	2.2%
SOUTHERN	1,052	10,378	22.7%
TARAVAL	66	651	1.4%
TENDERLOIN	355	3,502	7.6%
Total	**4,641**	**45,784**	**100%**

For purposes of analysis, 311 encampment call time-handling was calculated at approximately three-quarters of the handling time for all Patrol call types, resulting in 30 minutes per call. The above reflects 22,892 hours of work efforts. This illustrates a portion of the work effort currently performed by the existing HSOC contingent. It can be used as a broad proxy to estimate overall call workload in the current absence of detailed data.

(2.4) Proactive Time

As suggested in the matrix above, proactive time should range from 30% to 50% for the HSOC operation. This is a policy decision driving staffing requirements.

(2.5) Administrative Time

Administrative time, as reflected in the workload parameters of many SFPD units described, is estimated at 20%.

(2.6) Staffing Analysis Methodology

Based on the aforementioned data, the following components should be utilized to create an HSOC field officer staffing framework.

- **Reactive time estimated for 311 and 911 calls at 45,784 hours (22,892 x 2).** In the absence of sufficiently detailed 911 and 311 data in terms of identifying homelessness-related incidents, this is a broad estimate of time required for such homeless response using the 311 encampment calls as a proxy. Given that the HSOC officer contingent and overall District homeless officer contingent are approximately the same size, the assumption is that 311 and 911 workload is nearly equivalent. Clearly capturing these details will solidify staffing requirements.

- **Proactive time desired, estimated at 45,784 hours (40% proactive).** The proactive time target is consistent with the deployment of many types of patrol-related initiatives. Targets below 40% typically do not provide sufficient blocks of time to conduct effective directed efforts, while targets above 60% proactive time are difficult for supervisors and leadership to effectively manage given a potential over-abundance of “free time.” Thus, targeted proactive time between 40% and 60% is suggested, with the former proportion recommended given other district-based resources are also directed to homeless initiatives (i.e. homeless officers).

- Administrative time, estimated at 22,892 hours (20 administrative).

- Based on total hours, a policy determination of what proportion of those hours should be handled by centralized HSOC officers versus de-centralized District Officers.

- Officers-per-homeless, as a framework only, should represent 1-to-75 to 1-to-125 when the ability to accurately capture such data is readily available.

(2.7) Results of the Staffing Analysis

Based on the calculations for total homelessness-related workload, and given the targets for proactive work and administrative time (totaling 60%), the total number of available work hours that must be staffed for can then be calculated:

Estimated Hours Required for 40% of Proactive Time

Category	Total Hrs.	% of Total
Administrative Time	22,892	20%
Reactive Time	45,784	40%
Proactive Time	45,784	40%
Work Hours Required	**114,460**	**100%**
Net Hours Available/Officer	*1,840*	

The number of field staff needed will be modified based on changes to the hourly requirements noted above.

The outcome of the above calculation results in estimated staffing to address various homeless-related issues, irrespective of centralized versus de-centralized focus. The second requirement is a determination of the proportion of resources dedicated to centralized efforts. Our assessment suggests that this should be more than half as reflected by the following table:

Estimated Hours Required for Centralized HSOC

Category	Total Hrs.	% of Total
Workload Hours Required	114,460	100%
Centralized Dedication	**68,676**	**60%**
Remaining Time for SFPD	45,784	40%

In sum, determining the efforts that a centralized HSOC should dedicated to all homeless-related initiatives is a policy decision. In the above table, the estimate is 60% of all efforts, whereby the remaining 40% would be accomplished by all other SFPD personnel including core Patrol and other District-based teams as discussed subsequently.

(3) Staffing Analysis Methodology – Supporting Personnel

Based on the analytical frameworks noted, HSOC should be staffed with the following job classification positions.

- One supervising Captain in the field and one supervising Captain at the EOC.
- One field sergeant for 10 HSOC officers deployed.
- Lieutenant and/or sergeant supervision, officer support, and civilian support at the

EOC reflecting 10% of the HSOC field deployment contingent (sergeants plus officers).

(4) Summary of Staffing

The following table summarizes the methodologies used for the HSOC and resulting outcomes.

HSOC

Position	Methodology	Curr. FTEs	Rec. FTEs
Captain	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit.	2	2
Lieutenant	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit, but larger units have multiple lieutenants.	2	2
Sergeant	**Span of control** Supervisor position, scales based on the number of special detail direct reports, at a rate of 1 for every 7-9 FTEs.	5	5
Officer	**Workload Based** Staffing based on 311 and 911 calls, time required, and desired proactive time efforts.	36	41 [15]
Dispatcher	**Non-scalable** Direct support for 311 calls.	1	1

12. Other Non-District Specialized Units

The following sections examine the other specialized units that are organized within Field Operations, which either directly under the Deputy Chief, or at the Division Level (e.g., under the Golden Gate Division).

[15] 37 field positions, plus four officer support staff, for a total of 41.

1. Transbay Joint Powers Authority (TJPA)

(1) Unit Overview and Analytical Framework

The Transbay Joint Powers Authority (TJPA) has primary jurisdiction with respect to all matters concerning the financing, design, development, construction, and operation of the Transbay Program. The TJPA is a joint exercise of powers authority created by the City and County of San Francisco, the Alameda-Contra Costa Transit District, the Peninsula Corridor Joint Powers Board, the California High Speed Rail Authority, and Caltrans.

To enhance public safety at the new transit center and related facilities under the TJPA's control including, but not limited to, all levels of the transit center, bus ramp, bus storage facility, Natoma Pedestrian Way, and the portion of Shaw Alley that transects the center, the TJPA is implemented a robust safety and security program. The TJPA's safety and security program includes a multilayered security team consisting of roving ambassadors, private unarmed security guards, and law enforcement officers on contract with the SFPD. Ten (10) SFPD officers are deployed daily, most assignments accomplished on overtime given full-time staffing dedicated to the effort is one (1) sergeant and five (5) officers. These officer are periodically augmented by supporting patrol officers in a backup capacity originating from the Southern Station.

(2) Metrics and Staffing Analysis

The following sub-sections represent the appropriate metrics and staffing targets for SFPD's TJPA as they are presently deployed.

(2.1) Metrics Overview for the TJPA

The contract with the TJPA is the driving "metric." In January 2018 the TJPA Board of Directors approved a Memorandum of Understanding (MOU) between the TJPA and the San Francisco Police Department (SFPD) for on-site law enforcement services at the new transit center and related facilities under the TJPA's control for $2.3 million annually (FY17-18), escalated by 3% each year. The key proviso for this agreement was the, "Deployment of a minimum of 10-shifts per day for each day of the year, filed by police officers who are sworn members of the SFPD. The police services described in the MOU are intended to enhance, rather than supersede, diminish, or replace the community policing services already provided throughout San Francisco by the SFPD. SFPD's Southern Station will continue to provide this standard level of community policing and crime response, and specialty units from SFPD will respond to incidents at the transit center as needed."[16]

(2.2) Staffing and Net Availability

Specific data is not readily available for the 5 officer positions assigned to TJPA, and normative values have been used for training, court time, and leave. Consequently, the following net availability metrics are used:

TJPA Annual Available Work Hours Per Year

Base Annual Work Hours		**2,080**
Total Leave Hours	–	200
On-Duty Training Hours	–	40
On-Duty Court Time Hours	–	80
Subtotal: Available Work Hours	**=**	***1,760***

In total, the 5 officers assigned to the unit account for 8,800 net available hours per year.

(2.3) Administrative Time

There are no specific terms and conditions within the contract that specify the amount of administrative time to be allocated.

(2.4) Proactive Time

There are no specific terms and conditions within the contract that specify the amount of proactive time to be allocated.

(2.5) Workload Metrics

The metrics driving TJPA staffing are currently and exclusively the annual contract budget for the operation established in FY 17-18 at $2.3 million. SFPD has complete authority to staff the agreed-upon ten-shifts per day in whatever manner deemed practical.

(2.6) Staffing Analysis Methodology

Based on the aforementioned data, the following tables reflect the staffing methodology used to estimate the TJPA staffing needs.

[16] January 11, 2108 Staff Report for Calendar Item No. 9, pg. 1.

Hours Required to Provide TJPA Contract Services

Category	Total Hrs.	% of Total
10-shifts per day 24/7/365	29,280	100%
Full-time Contingent Provision	8,800	30%
Overtime Requirement Provision	20,480	70%
		100%

(2.7) Results of the Analysis

Based on the calculations noted above, over two-thirds of TJPA field staffing is accomplished on overtime. While beneficial to those officers acquiring such overtime, this is not the most cost-effective method for staffing the 10-shifts.

The number of total officer personnel needed, ultimately, is based on how SFPD chooses to staff these 10-shifts.

Organizationally, The TJPA is a transportation-based enforcement / support effort funded by an outside agency. Consideration should be given to organizationally re-aligning this unit with the MTA units in Special Operations given similar roles, funding structures, etc. Moreover, consideration can be given to centralizing all transportation-related enforcement (e.g., Airport) under one organizational umbrella. This will potentially allow the expansion of spans-of-control for the Lieutenant position noted below.

(3) Staffing Analysis Methodology – Supporting Personnel

Based on the analytical frameworks noted, the TJPA should be staffed with the following job classification positions.

- One supervising Lieutenant.
- One supervising field Sergeant.

In order to fund the position of Lieutenant, SFPD should consider reducing the overtime expenditure budget associated with the 10-shift deployment by adding additional officers, thereby freeing revenue to cover the cost of a Lieutenant position.

(4) Summary of Staffing

The following table summarizes the methodologies used for the TJPA and resulting outcomes.

TJPA

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit, but larger units have multiple lieutenants.	1	1
Sergeant	**Span of control** Supervisor position, scales based on the number of special detail direct reports, typically at a rate of 1 for every 7-9 FTEs.	1	1
Officer	**Fixed Coverage** Contract requirement for TJPA	5	51

2. Crisis Intervention Team

Crisis Intervention Team (CIT) is a national program that originated in Memphis in the 1980s, and aims to improve police contacts with those experiencing mental health and/or drug use crisis by equipping officers with knowledge of recognizable signs of crisis and providing models, as well as techniques, for reducing risk in the encounters.

The SFPD CIT unit is managed by a lieutenant, and is divided into two core components:

- **Training** (2 sergeants): Develops policies related to CIT and mental health crisis response, and provides training, particularly at the academy level.

- **Response** (1 sergeant, 3 officers): Responds to mental health crisis events during working hours.

Ultimately, the staffing needs of both functions depends on the capability level desired.

Instructor staffing can be determined as a function of training goals using a workload-based methodology. The first step in doing so After accounting for leave and other net availability factors), there would be 42 workweeks where a total of 168 pupils could theoretically be trained. At two instructors, 336 officers could be trained in a year. While this does have an impact on patrol availability, which is already strained relative to workload, consideration could be given to conducting the training on overtime. This would be subject to a number of budgetary implications and discussion.

The following table presents these calculations in a somewhat reversed order in order to make it goal-oriented based on the desired level of training. In effect, this constitutes a **ratio-based staffing methodology**:

CIT Instructors Needed to Expand Program to In-Service Training

# of Officers Trained Per Year		336
Maximum Pupils Per Class	×	4
Classes to Run	=	**84**
Net Available Hours Per Instructor		1,680
Hours of Instruction Per Class	÷	40
Potential Classes Run Per Year	=	**42**
In-Service CIT Instructors Needed		**2**

By training every officer with CIT training, responses to calls involving individuals experiencing mental health crisis are better informed and have mitigated risk.

In 2018, SFPD officers reported uses of force in 113 mental health calls. While use of force is sometimes necessary and by no means made unnecessary by CIT training, the program can potentially increase the likelihood that it is used within policy, as well as the likelihood that other available means of defusing the situation were exhausted. With SFPD reporting as many as 50,000 mental health calls in that year alone, these calls represent around one-sixth of all community-generated calls for service handled by patrol.

3. Vicious and Dangerous Dogs Unit

The Vicious and Dangerous Dog Unit (VDDU) is organized within the Park District (Golden Gate Division), and has a variety of duties relating to serious dog-related incidents. These roles include:

- Responses to serious dog incidents in the city in which aggressive behaviors are exhibited.
- Follow-up investigations of these incidents and makes recommendations to owners (e.g., dog training) or to other offices in the city (e.g., City Attorney).
- Provides support to the city on hearings on serious dog-related issues and acts as a liaison to other city offices (e.g., City Attorney and Public Health).

One police officer fulfills these roles. While housed at Park Station, the scope of these responsibilities is citywide.

There is potential for the unit's staffing to be determined using a workload-based approach. However, for this to be feasible, additional tracking is needed on non-response workload metrics, such as the time involved in follow-up investigations and appearances at city hearings, as well as time spent working in a liaison capacity with other city agencies. Currently, however, the unit is set as a non-scalable methodology.

Vicious and Dangerous Dogs

Position	Methodology	Staffing
Officer	**Non-scalable** Provides a unique role. If workload were tracked, a workload-based methodology could be developed.	1

4. Alcohol Liaison Unit

The SFPD Alcohol Liaison Unit (ALU) processes permit applications and provides enforcement on related issues for establishments throughout San Francisco, working in coordination with the state Alcoholic Beverage Control (ABC) agency. There are over 800 businesses and other organizations in the city that are permitted to serve hard liquor. Key roles of the unit include:

- Processing applications and supporting applicants
- Backgrounding applicants
- Field inspections of permitted occupancies

In addition, the unit is responsible for managing tow truck companies and parking lots. The unit is staffed with 1 lieutenant, 2 sergeants, and 2 officers, and works Monday through Friday on 8-hour shifts from 0900 to 1700.

In effect, the more alcohol permits that are granted, the more work there is to oversee the application process and enforce regulations. Aside from the tow truck and parking lot roles, the majority of the unit's workload can be considered as scaling proportionally to the number of liquor permits. Changes within the last two years the process for obtaining liquor licensing may over the medium and long-term alter the workload of the unit.

Consequently, the unit's staffing should be linked to the number of alcohol permits that exist as needs change over the coming years. As a result, the staffing for the unit is set as a ratio-based methodology (excluding the lieutenant, who is non-scalable), grouping the positions together, at a rate of 1 officer, sergeant, or management assistant (up to two) position for every 200 alcohol licenses.

The 2012 Controller's Office report on SFPD civilianization identified two sworn positions within the Alcohol Liaison unit that could be filled by a civilian position under the management assistant classification. As of 2019, 1 of 2 of these conversions have been made. The department should prioritize civilianization of a second position, currently held by a sergeant, to a management assistant, enabling the sergeant to be allocated elsewhere in a needed role.

Alcohol Liaison Unit

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Unique/Non-scalable**	1	1
Sergeant	**Ratio-based (Group)**	2	1
Officer	Staffing is set in proportion to the number of alcohol permits that are in effect (a key driver of the unit's workload), at a rate of 1 officer, sergeant, or management assistant FTE for every 200 alcohol licenses. A maximum of two management assistants is set to enable for sworn inspections as needed.	2	2
Management Assistant		1	2

Recommendation: Civilianize a sergeant position within the Alcohol Liaison Unit, as per the recommendations of the 2012 Controller's Office report on SFPD civilianization.

5. 10B/PLES (Off-Duty Assignments)

The 10B Unit (PLES) is responsible for coordinating the hiring of off-duty officers for secondary employment with private companies and events. The unit consists of 1 sergeant, 2 officers and 2 960s (part time positions). The unit performs data entry and also tracks billing. The sergeant is responsible for overseeing the unit and making sure contracts are followed by overtime personnel. The city also collects a 14% premium on each contract hour fulfilled.

There are 75 to 100 regular accounts that hire multiple officers per day. Each of the last three years there has been an increase in the number of contracts and contract hours worked. The following table shows the annual billing over the last three years:

Overtime Contract Hours by Fiscal Year

FY 2016-2017	114,000 hours
FY 2017-2018	171,000 hours
FY 2018-2019	203,000 hours
Average	**162,667 hours**

10B supervisory staffing is considered using a span of control methodology, with the sergeant staffed at a span of control target of 1 supervisor for every 4 direct reports.

Given that the number of overtime contract hours reflect the data entry and management responsibilities involved in the role, officer and 960 staffing can be considered with a ratio-based methodology that reflects how their workload is tied to the contracts they manage.

960/retired employees are assumed to contribute 0.5 FTEs, and are added to the same pool as officers. 0.5 FTEs, representing one 960/retiree employee, are subtracted from the resulting number of FTEs required to produce the number of officers needed specifically.

Using the average over the past three fiscal years, at a ratio of 65,000 overtime contract hours per FTE, 2.51 FTEs are required, which is then rounded to 2.5. Any significant increases in overtime contract hours will require additional personnel, reflecting that the workload of the unit is at capacity.

However, a major task for this unit is data entry of scheduling and billing yet it is staffed with officers and 960's without dedicated clerks who process data. Though the officer positions perform clerical duties, they also have to assist with giving specific duty instructions to officers filling overtime shifts. As a result, the two-960s should be converted to a full time clerk position.

As identified in the Controller's report on civilianization opportunities within SFPD, the administration of contract overtime hours is a largely administrative function. While there is benefit added from having a sworn supervisor in place to provide expertise and enforce off-duty work policies and regulations, much of the day-to-day could be handled by a civilian working in cooperation with the other personnel assigned to the unit. As a result, one of the two officer positions can be fully converted to a Management Assistant (1842) classification, allowing that sworn position to be allocated to an area of the department with critical needs for sworn personnel.

The following table summarizes these recommendations and staffing calculations:

10B (Off-Duty Assignments)

Position	Methodology	Curr. FTEs	Rec. FTEs
Sergeant	**Span of Control** Staffing is set as 1 Supervisor for every 9 direct reports.	1	1
Officer	**Ratio-based (Group)** Set as a ratio of 1 FTE for every 65,000 overtime contract hours, after deducting 0.5 FTEs in order to account for the impact of the 960/retired employee on the unit's workload.	2	2
Management Assistant	**Ratio-based (Group)** *Position does not currently exist, recommended civilianization.* Set as a ratio of 1 FTE for every 65,000 overtime contract hours, after deducting 0.5 FTEs in order to account for the impact of the 960/retired employee on the unit's workload.	2	2
960/Retiree	**Ratio-based (Group)** Set as a ratio of 1 FTE for every 65,000 overtime contract hours, after deducting 0.5 FTEs in order to account for the impact of the 960/retired employee on the unit's workload.	2	0
Clerk Typist	**Ratio-based (Group)** *Position does not currently exist, recommended creation.* Set as a ratio of 1 FTE for every 65,000 overtime contract hours, after deducting 0.5 FTEs in order to account for the impact of the 960/retired employee on the unit's workload.	0	1

Recommendation: Convert the two 960/Retired positions to one full time Clerk Typist position.

Recommendation: Civilianize one officer position in 10B (PLES), creating one (1) position under the Management Assistant classification, as identified in the Controller's Office report on civilianization opportunities.

6. Cadet

The Cadet program consists of one sergeant and one public housing liaison officer. The unit is responsible for coordinated cadet assignments. Cadets are 16 to 22 year old students with an interest in law enforcement. Cadet positions are paid that work part time during the school year and closer to full time during the summer. Cadets are assigned to all stations within the SFPD and perform administrative tasks such as answering phones. Cadets also assist at community events under the supervision of sworn members.

The Public Housing Liaison Officer coordinates activities across public housing locations throughout the city. The officer also attends meetings and community events.

The sergeant coordinates the schedules and placement of cadets and monitors their activities. The sergeant also supervises officers that are temporarily assigned to the unit on light duty. Additionally, the sergeant is responsible for coordinating security/ prisoner guards at hospitals for suspects in custody that require prolonged medical treatment.

Cadet Unit

Position	Methodology	Curr. FTEs	Rec. FTEs
Sergeant	**Unique / Non-scalable** This is a unique function that does not scale.	1	1
Officer	**Unique / Non-scalable** This is a unique function that does not scale.	1	1

The Cadets and light duty officer positions are not included in this analysis, as they not required positions.

7. Special Events

The Special Events Unit consists of 1 sergeant and 1 officer, reporting to the lieutenant overseeing the other Field Operations Bureau centralized functions. The primary function of the unit is to assist with coordinating and staffing community events throughout the city. In many cases the stations do the actual planning of the event, but rely on the special events unit to find personnel to staff the events. There are over 100 large events per year that need to be staffed.

A ratio-based methodology could be employed here based on the number of large events, although this requires the threshold for a large event to first be defined. Moreover, the workload involved in planning events varies considerably, rendering simple averages of workload per event as ineffective measures. As a result, staffing for Special Events positions are considered as a unique/non-scalable:

Special Events Unit

Position	Methodology	Curr. FTEs	Rec. FTEs
Sergeant	**Non-scalable** This is a unique function that does not scale.	1	1
Officer	**Non-scalable** This is a unique function that does not scale.	1	1

4. Investigations Bureau

1. Administration

The following table provides staffing levels for the Investigations Bureau administration, which consists of the Deputy Chief only. The Assistant Chief over the Investigations Bureau (among other bureaus) was shown in the Field Operations Bureau Chapter.

Investigations Bureau Administration

Position	Methodology	Curr. FTEs	Rec. FTEs
Deputy Chief	**Unique/Non-scalable** Executive position/unique role that does not scale. Manages the Investigations Bureau and reports directly to the Assistant Chief that is also over the Field Operations, Special Operations, and Airport bureaus.	1	1

2. Overview of Case Workload and Staffing Methodologies

(1) Introduction

In order to provide benchmarks of unit workload, the project team uses performance measures to estimate the number of new cases that can be effectively investigated by the typical detective in a month. These caseloads are derived from a combination of studies and our experience in conducting staffing and workload assessments for detective units in hundreds of departments throughout the United States. Because we work with a variety of clients we provide a case range. This is done to account for differences in resources available to detectives, e.g., dedicated crime scene response, forensic assistance and investigative case management techniques.

We have used broad categories – Person Crimes (Assault, Robbery, etc.), Person Crimes (Sex Assault and Sex Abuse), Person Crimes (Child Sex Assault, ICAC), Property Crimes, Financial Crimes, Traffic Crash Investigations, Domestic Violence, and Homicide because they have consistently shown to effectively differentiate investigative requirements that comprise the vast majority of detective workloads.

The following sections detail our reasoning for assigning each type of case a different number of investigative hours needed. It should be noted these are averaged based on our experience working with many departments, although local factors are also considered. As it relates to important workload drivers, we are presently reconciling data differentiating between active and workable detective cases versus re-booking workloads. The case metrics used herein apply to the former, but these numbers are still being checked.

(2) Structure of the Case Type Breakdowns

Each case type is broken down into a number of subtasks, each with their own average time estimate. These estimates operate under the assumption that they are for *solvable* cases. Cases with low solvability, which are assumed to be screened out and not fully investigated, may not have as much case work associated with them (e.g., lack of DNA or other evidence, fewer interviews to conduct).

However, not all of the subtasks in each case type are performed in each investigation. As a result, a separate figure, the "% of Time Completed", estimates the proportion of cases that include this action. The average time estimate of each subtask is multiplied by the % of time they are completed, with the products added together into a single average time figure. In other words, the analysis is not using the case time if every possible action in performed in each case, but the composite of what the average case looks like.

*As an example, the following subtasks in an investigation (**not actual figures** – the table is shown for illustrative purposes):*

Common Evidence/ Interviews	Approximate Time	% of Time Completed
DNA	**4 hours**	50%
Interviews	**2 hour**	100%
Cell Phones	**2 hours**	50%

Given that the DNA subtask is completed 50% of the time, the 4 hours it takes to complete the task only represents an average of 2 hours for the overall average case. In total, the three subtasks would combine for a total of **4 hours** of average case time.

(2.1) Person Crimes – Assault and Robbery

Person crimes are complex cases are that treated more seriously by the judicial system and tend to have more witnesses and evidence requiring more time in interviews and recovering and processing evidence than property crimes. We typically recommend no more than about 6 to 8 person crimes be assigned per detective per month.

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**3 hours** (Includes submission and report)	5%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	**2 hours** (Includes Inspecting and writing report)	5%
Cell Phones	Cell Phone Downloads	**3 hours** (Some phones take much longer)	50%
Video	Review of video recovered from scene and BWC	**4 hours** (To review and write report)	100%
Social Media / Electronic Records / physical location	Warrants / Subpoenas	**10 hours** (Includes reviewing and report writing)	90%
	Surveillance (Locating suspect)	**3 hours** (Includes report writing)	50%
Victim Statement	Victim Interview	**3 hours** (Includes report writing)	100%
Witnesses	Witness Interviews	**2 hours** (Includes report writing)	40%
Suspect	Suspect Interview	**2 hours** (Longer if lodged -Includes report writing)	40%
Total		32 hours- *If all tasks completed*	

Based on the percentage for how often each subtask is completed, each solvable case equates to an average of approximately 20.9 hours.

This list is not all inclusive and does not contain all elements of an investigation and not every person crime will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.) if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Net Availability for Persons Crime Investigators

Base Annual Work Hours		**2,080**
Total Leave Hours	–	200
On-Duty Training Hours	–	40
On-Duty Court Time Hours	–	80
Available Work Hours	**=**	**1,760**
Available Hours Per Month		*146.6*

Through our experience over many studies we have found that a competent detective can efficiently work an average of 6 to 8 new person crime cases a month. Using the above available work hours this translates to approximately **21 hours** allotted per case or about 6 person crimes per detective.

(2.2) Person Crimes – Sex Assault and Sex Abuse

Person crimes – Sex Assault and crimes against children and are even more complex cases are that treated more seriously by the judicial system and tend to have less witnesses and requiring more time in interviews and the recovering and processing evidence than other person crimes. We generally recommend no more than 6 to 8 sex assault crimes be assigned per month.

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**3 hours** (Includes submission and report)	30%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	**2 hours** (Includes Inspecting and writing report)	10%
Cell Phones	Cell Phone Downloads	**3 hours** (Some phones take much longer)	50%
Video	Review of video recovered from scene and BWC	**2 hours** (To review and write report)	100%
Social Media / Electronic Records / physical location	Warrants / Subpoenas	**10 hours** (Includes reviewing and report writing)	90%
	Surveillance (Locating suspect)	**3 hours** (Includes report writing)	50%

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Sex Assault Kit	Sex Assault Exam	**3 hours** (Done by Hospital Staff, but a detective is required to be present at hospital and requires submission to lab)	90%
Victim Statement	Victim Interview	**4 hours** Interviews are recorded (Includes report writing)	100%
Witnesses	Witness Interviews	**2 hours** (Includes report writing)	5%
Suspect	Suspect Interview	**4 hours** (Longer if lodged -Includes report writing)	40%
Total		36 hours- *If all tasks completed*	

This list is not all inclusive and does not contain all elements and not every child victim crime will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.) if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Through our experience over many studies we have found that a competent detective can efficiently work an average of 6 to 8 new sex assault cases a month. **Using the above work hour estimates and the percentage of the time that each subtask is completed, this translates to approximately 23.5 hours per solvable case.**

(2.3) Person Crimes – Child Sex Assault, and Sex Abuse

Person crimes – Sex Assault and crimes against children and are even more complex cases are that treated more seriously by the judicial system and tend to have more witnesses and evidence requiring more time in interviews and the recovering and processing evidence than other person crimes. We generally recommend no more than 5 to 7 child victim crimes be assigned per month.

These cases generally involve the use of forensic interviewers who must be scheduled and the interviews tend to be lengthier.

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**3 hours** (Includes submission and report)	5%

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	**2 hours** (Includes Inspecting and writing report)	5%
Cell Phones	Cell Phone Downloads	**3 hours** (Some phones take much longer)	50%
Video	Review of video recovered from scene and BWC	**2 hours** (To review and write report)	100%
Social Media / Electronic Records / physical location	Warrants / Subpoenas	**10 hours** (Includes reviewing and report writing)	50%
	Surveillance (Locating suspect)	**3 hours** (Includes report writing)	70%
Sex Assault Kit	Sex Assault Exam	**3 hours** (Done by Hospital Staff, but a detective is required to be present at hospital and requires submission to lab)	100%
Victim Statement	Victim Interview	**5 hours** Forensic Interview by Third Party Professional for Child victims (Includes report writing)	100%
Witnesses	Witness Interviews	**2 hours** (Includes report writing)	10%
Suspect	Suspect Interview	**4 hours** (Longer if lodged -Includes report writing)	50%
Total		37 hours- *If all tasks completed*	

Using the case time estimates and the percentage of the time that each subtask is completed, this translates to approximately 21.1 hours allotted per solvable case.

This list is not all inclusive and does not contain all elements and not every child victim crime will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.) if available. Many cases will not require the number of hours listed, but some cases may require significantly more.

Through our experience over many studies we have found that a competent detective can efficiently work an average of 5 to 7 child victim cases a month. Based on the available work hours, this also approximates the 21 hours estimated per case.

(2.4) Homicide

Homicides are complex cases and often require exhausted effort in the first 48 to 72 hours. They are typically worked in teams with 2 to 4 lead investigators assisted by other detectives and resources.

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**4 hours** (Includes submission and report)	100%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	**8 hours** (Includes Inspecting and writing report)	100%
Cell Phones	Cell Phone Downloads	**20 hours** (Some phones take much longer)	100%
Video	Review of video recovered from scene and BWC	**20 hours** (To review and write report)	100%
Social Media / Electronic Records / Physical location	Warrants / Subpoenas / Review of Evidence Obtained	**110 hours** (Includes reviewing and report writing)	100%
	Surveillance (Locating suspect)	**10 hours** (Includes report writing)	100%
Post Mortem Exam	Autopsy performed by ME (Dets. observe consult)	**6 hours** (Includes Inspecting and writing report)	100%
Witnesses	Witness Interviews (Locating)	**20 hours** (Includes report writing)	100%
Suspect	Suspect Interview	**12 hours** (Longer if lodged - Includes report writing)	50%
	Consult with DA	**10 hours**	100%
Total		220 hours- *If all tasks completed*	

This list is not all inclusive and does not contain all elements and not every homicide will have same amount of evidence or interviews conducted. Included in these hours is the assumption that detectives will be using RMS searches, social media searches, checking association files, receiving informant information and other investigative techniques (trackers, cell tower data, etc.) if available. It also assumed that detectives work as a team and not all investigative hours will be worked by a single detective (These are hours for lead detective only). Many cases will not require the number of hours listed, but some cases may require significantly more.

Through our experience over many studies we have found that a competent detective can efficiently work an average of 5 homicide cases a year as lead. **Using the case time estimates and the percentage of the time that each subtask is completed, this translates to approximately 214.0 hours allotted per solvable case.**

(2.5) Property Crimes

Property crime are typically much less complex than person crimes and therefore require less investigative work. They also tend to have much lower solvability rates (approximately 50% less solvable than person crimes). These types of cases typically do not require a detective to respond to a scene and are often handled as follow up a day or more after the occurrence.

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**1 hour** (Includes submission and report)	5%
Crime Scene Material (Evidence left by suspect)	Phone consult / Evidence to Property Control	**1 hour** (Includes Inspecting and writing report)	5%
Cell Phone	Cell Phone Download	**3 hours** (Includes Inspecting and writing report)	10%
Video / BWC	Review of video recovered from scene and BWC	**3 hours** (To review and write report)	50%
Social Media / Electronic Records / physical location	Warrants / Subpoenas	**20 hours** (Includes reviewing and report writing)	50%
	Surveillance (Locating suspect)	**3 hours** (To review and write report)	30%
Victim Statement	Victim Interview	**1 hour** (Includes report writing)	100%

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Witnesses	Witness Interviews	**1 hour** (Includes report writing)	10%
Suspect	Suspect Interview	**2 hours** (Longer if lodged -Includes report writing)	20%
Total		35 hours- *If all tasks completed*	

This list is not all inclusive and does not contain all elements and not every property crime will have same amount of evidence or interviews conducted. Victim interviews in property crimes are rarely first hand witnesses to the crime occurrence, but rather simply report basic information on loss. Included in these hours is the assumption that detectives will be using RMS searches, pawn searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.) if available. Less than 25% of reported property crimes are solved.

Through our experience over many studies we have found that a competent detective can efficiently work an average of 12 to 15 new property cases a month. **Using the above available work hours, and based on the case time estimates and percentage of the time that each subtask is completed, this translates to approximately 14.3 hours per solvable case.**

(2.6) Financial Crimes

Financial crimes are very difficult cases to pursue and typically take longer to investigate as much of the evidence has to be subpoenaed or obtained with a search warrant. In addition, much of the evidence belongs to financial institutions and detectives must wait for them to comply with legal requests for information before they can proceed and this can takes weeks to months depending on the type and amount of data requested. They also tend to have much lower solvability rates (approximately 50% less solvable than person crimes). These types of cases typically do not require a detective to respond to a scene and are often handled as follow up a day or more after the occurrence.

Common Evidence /Interviews	Common Processes	Approximate Time	% of Time Completed
DNA	Evidence to Crime Lab	**1 hour** (Includes Inspecting and writing report)	5%
Crime Scene Material (Evidence left by suspect)	Evidence to Property Control	**2 hour** (Includes Inspecting and writing report)	5%

Common Evidence /Interviews	Common Processes	Approximate Time	% of Time Completed
Cell Phone	Cell Phone Download	**3 hours** (To review and write report)	10%
Video / BWC	Review of video recovered from scene and BWC	**4 hours** (To review and write report)	50%
Social Media / Electronic Records / physical location	Warrants / Subpoenas / Document review	**20 hours** (Includes reviewing and report writing)	100%
	Surveillance (Locating suspect)	**3 hour** (Includes report writing)	30%
Victim Statement	Victim Interview	**1 hour** (Includes report writing)	100%
Witnesses	Witness Interviews	**1 hours**(Includes report writing)	10%
Suspect	Suspect Interview	**2 hours** (Longer if lodged -Includes report writing)	20%
Total		37 hours- *If all tasks completed*	

Based on the percentage for how often each subtask is completed, each solvable case equates to an average of approximately 24 hours.

This list is not all inclusive and does not contain all elements and not every property crime will have same amount of evidence or interviews conducted. Victim interviews in financial crimes are rarely first hand witnesses to the crime occurrence, but rather simply report basic information on loss. Included in these hours is the assumption that detectives will be using RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.) if available. Less than 25% of reported financial crimes are solved.

Through our experience over many studies we have found that a competent detective can efficiently work an average of 6 to 8 new financial cases a month.

(2.7) Domestic Violence

Domestic Violence Crimes are unique in that victim and the suspect are known, however victims may not be fully cooperative with the investigation. The safety of the victim also can be affected unlike many other investigative cases. These types of cases typically do not require a detective to respond to a scene and are often handled as follow up after initial investigation by patrol officers.

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Video / Pictures of injuries	Review of video / pictures taken at the scene and BWC	**3 hour** (To review and write report	100%
Social Media / Electronic Records / physical location	Warrants / Subpoenas / Document review	**4 hours** (Includes reviewing and report writing)	50%
	Surveillance (Locating suspect)	**3 hour** (To review and write report)	50%
Victim Statement	Victim Interview	**3 hours** (Includes report writing)	50%
Witnesses	Witness Interviews	**1 hours** (Includes report writing)	100%
Suspect	Suspect Interview	**2 hours** (Longer if lodged -Includes report writing)	50%
Total		16 hours- *If all tasks completed*	

This list is not all inclusive and does not contain all elements and not every property crime will have same amount of evidence or interviews conducted. Investigators may also be involved in working with DV advocates or arranging for services for the victim when need.

Through our experience over many studies we have found that a competent detective can efficiently work an average of 12 to 15 domestic violence cases a month. Using the above available work hours this translates to approximately **11 hours** allotted per case.

(2.8) Traffic Crash Investigations

Traffic crash investigations are processes similar to person crimes in that these cases involve injury of a person or death. Fatal crashes involve reconstruction of the crash event which requires extensive investigation and crash scene processing.

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Crash Scene Material (Evidence left by suspect)	Evidence to Property Control	**2 hours** (Includes Inspecting and writing report)	5%

Common Evidence/ Interviews	Common Processes	Approximate Time	% of Time Completed
Crash scene processing / reconstruction	Measuring crash scene- Diagrams	**8 hours**	100%
Video	Review of video recovered from scene and BWC	**2 hours** (To review and write report	40%
Vehicles / Electronic Records / Physical location	Warrants / Subpoenas / Document review	**10 hours** (Includes reviewing and report writing)	100%
Victim Statement	Victim Interview	**1 hour** (Includes report writing)	100%
Witnesses statement	Witness Interviews	**1 hour** (Includes report writing)	100%
Suspect	Suspect Interview	**2 hours** (Longer if lodged - Includes report writing)	50%
Total		26 hours- *If all tasks completed*	

This list is not all inclusive and does not contain all elements and not every crash scene investigation will have same amount of evidence or interviews conducted. Victim interviews may have to be conducted after medical treatment and recovery. Included in these hours is the assumption that detectives will be using RMS searches, checking association files, receiving informant information, and other investigative techniques (trackers, cell tower data, etc.) if available.

Through our experience over many studies we have found that a competent detective can efficiently work an average of 6 to 8 new crash cases a month. **Using the above available work hours, case time estimates, and the percentage of the time that each subtask is completed, this translates to approximately 21 hours per solvable case.**

(3) Overview of the Staffing Analysis Methodology

For many positions, staffing needs directly relate to specific workloads that can be measured. For patrol, incoming calls for service and associated workloads are an important factor in determining staffing needs. For many types of investigators, the workload from assigned cases are a key driver of staffing needs.

(3.1) Net Availability

Out of the total scheduled work hours in a year (2,080), employees may not be on duty for a scheduled shift due to a variety of reasons. This includes leave (e.g., sick, vacation, bereavement, administrative, injury etc.), training completed while on regular time (non-overtime), and court time.

These factors are deducted from the base 2,080 hours, with the remaining hours representing the net available hours an employee is on duty (excluding overtime). This is illustrated below:

Normative values have been used for net availability factors where data was not available.

It is important to note that for this analysis, administrative time is not assumed to be part of net availability, and is instead factored in separately after the net availability factors have been deducted.

(3.2) Administrative Time

Administrative time includes duties that are not tied to specific workloads, may be too individually minor to be used as a workload metric, or represent activities that form part of a regular workday that scale according to the number of employees, rather than specific service need. At a macro level, for instance, the time that is spent on a unit meeting scales primarily in accordance with the number of staff that attended.

The definition of administrative time for various units can be interpreted broadly, but generally reflects ancillary and supporting workload augmenting core business activities. Examples of administrative time include, but are not limited to the following activities:

- Time spent by staff performing training for other personnel (e.g., range officer).
- Formal meetings conducted as part of committees, special teams, in task forces, ad-hoc group sessions, etc.
- Informal discussions, or ‘desk time’ with colleagues.
- Supporting duties or special assignments designed to facilitate effective department operations (e.g., Explorer Representative).
- Downtime in between completing tasks
- Breaks, including meals, bathroom, and miscellaneous

- Reviewing cases with supervisor
- Any workloads related to a case that are not covered by a subtask in the case time breakdown
  - Reviewing cases upon assignment
  - Miscellaneous contact with victims that is not covered by a subtask
  - Unsuccessful contacts
  - Emails and other communications
  - Administrative preparation and assembly of materials related to a case
  - Rebookings.
- Workload not related to a single case, but are part of broader investigative efforts such as development of a crime pattern or series bulletin, authoring of a "white paper," development of an intelligence briefing, etc.
- Maintaining databases reflective of key performance indicators for unit operations.
- Broader generic support to other entities such as the DA's or Prosecutor's office. With respect to re-booking workload, this can be included in administrative time based on an estimated average time per case and total re-booking workload estimate per year.

This list reflects examples of administrative time and should be juxtaposed against the activities included under the proactive time category for each particular unit.

(3.3) Proactive Time

Proactive time includes all activities not counted under administrative time that are not directly tied to a reactive workload, such as assigned cases. it represents the leftover time after investigative and administrative workloads have been handled. Often, proactive time is oriented around achieving a certain outcome (e.g., crime reduction), service level objective, or completion of a larger project. Activities that are included under the proactive time factor are different for each unit, although they generally share similar characteristics. Descriptions and examples of activities included under proactive time are listed for each unit individually.

In the staffing analysis, proactive time is assumed as a factors that comprises a certain percentage of net available time, alongside the administrative time factor.

(3.4) Case-Related Investigative Workloads

For investigators, the workload involved in investigating assigned cases is the result of multiplying:

- **Time spent per case:** Varies by type of case and steps required. Estimates have been developed for major categories.

- **Number of cases:** Total number of cases (by category) investigated by the unit.

Each type of case, from property crimes to homicides, involve a different level of workload to investigate. The different types of cases have been subdivided into a number of categories that effectively differentiate the level of workload, subdividing the investigative process into a number of major subtasks and the time needed to complete them.

(3.5) Combining the Factors to Determine Staffing Needs

For a position that has 20% of their time dedicated to administrative time and another 20% dedicated to proactive time, the breakdown of net available hours could look like this:

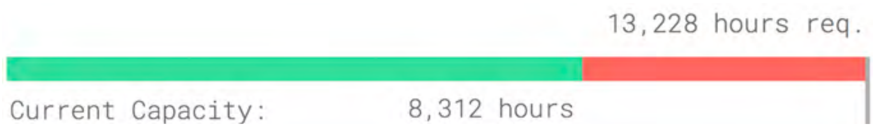
At a total of 1,760 net available hours per position, for instance, the net available hours would be divided as such:

However, if the workload exceeds the unit's capacity to handle it, these proportions will not be met. Instead, workload will comprise a greater percentage of that unit's time, and proactive time will diminish as a result.

In order to gauge a unit's workload versus its capacity to handle it, the case-related workload figure is added to administrative and proactive time. The aggregated number of hours represents **total workload**, or the required staffing needs of the unit as expressed in hours.

The **capacity** of the unit reflects number of net available hours per position multiplied by the number of positions of that type in the unit.

Comparing the **total staffing requirements** versus the **unit's capacity** provides an indicator of unit staffing:



It should be noted that this only applies to positions whose staffing needs scale based on workloads and proactive workloads. The staffing needs of other types of positions may scale based on span of control (such as supervisors), a target ratio (e.g., size of the organization or number of Part I crimes), or are unique or otherwise non-scaling (e.g., an executive).

3. Gang Task Force (GTF)

(1) Unit Overview and Analytical Framework

The Gang Task Force in the Investigations Bureau is responsible for the investigations of all non-fatal crimes committed by gang members in San Francisco. Gang efforts investigated largely consist of African American, Latino, and Asian American gang members. Members of the Task Force network with Federal and State law enforcement agencies to combat criminal activities locally and organized crime syndicates from abroad.

(2) Metrics and Staffing Analysis

The following sub-sections represent the appropriate metrics and staffing targets for SFPD's GTF operations as they are presently deployed.

(2.1) Metrics Overview for the GTF

Investigative units that have both caseload and significant proactive efforts require close scrutiny given their unique roles and should have established performance expectations. Because staffing levels often become an outcome of performance, the effectiveness of proactive investigative units needs to focus more on the process of targeting problems in the community and making assigned staff accountable for results. In brief, proactive investigative units require close oversight given their unique roles and they must have established performance expectations and related metrics or Key Performance Indicators (KPI) that influences their workloads and ultimately staffing needs.

(2.2) Staffing and Net Availability

Specific data is not readily available for staff positions assigned to GTF, and normative values have been used for training, court time, and leave. Consequently, the following net availability metrics are used:

GTF Annual Available Work Hours Per Year

Base Annual Work Hours		**2,080**
Total Leave Hours	–	200
On-Duty Training Hours	–	40
On-Duty Court Time Hours	–	80
Subtotal: Available Work Hours	**=**	***1,760***

In total, the 15 sergeants assigned to the unit account for 26,400 net available hours per year.

(2.3) Administrative Time

Interviews with GTF personnel suggest administrative time that reflects 20% of available work hours, after accounting for factors such as leave and training time. This equates to 352 hours of administrative work per year for each FTE.

The types of tasks that are involved in administrative time have been outlined in the methodological explanation section at the beginning of this chapter.

With 15 sergeants assigned to the unit, the administrative time for the unit would total 5,280 hours at a rate of 20% of available time per position.

(2.4) Proactive Time

Interview with GTF personnel suggest time dedicated to on-site work and proactive field work is an important portion of investigator workload. By example, the following key proactive efforts are undertaken:

- Conducts case investigations, surveillance, warrants and intelligence gathering for a variety of city gangs.
- One sergeant typically assigned to each of approximately 15 gangs for tracking purposes (10 African American, 4 Latino, 1 Asian American).
- Investigates each case for gang enhancement probability and interfaces with dedicated DAs.

- GTF works with the graffiti abatement program.
- Works with FBI "Safe Streets" gang enhancement agents.

Currently, investigators of the Gang Task Force are tasked with a multitude of different tasks. Each member has a specific expertise related to multiple gangs in a specific area. There is an expectation that each member maintain a working knowledge of all gangs throughout San Francisco outside of their own expertise.

As illustrated above, there are numerous duties and responsibilities relative proactive initiatives. Importantly however, these efforts are not yet framed in the context of the aforementioned performance metrics and KPI approach that can inform how to staff such a unit.

There are no gang-related performance metrics other than cases investigated which precludes an effective estimate of how much "intelligence/field" proactive efforts should be dedicated to SFPD's GTF operation. In the absence of such data, providing a reasonable level of proactive time for such efforts, such as 40%, is much more practical than estimating significant levels of proactive time, particularly in light of interview results.

Interviews with GTF personnel suggest that proactive work reflects 20% of total net available staff time; this would be added to 20% administrative time for other ancillary duties. However, during the course of interviews it was discovered that duties such as Gang Intelligence Databases are behind in updating. Moreover, the aforementioned KPI efforts would require tracking and reporting. As such, our assessment is that as much as 60% of time should be dedicated to proactive/administrative efforts such as intelligence gathering, surveillance, and active gang monitoring. With 20% allotted to administrative time, this results in a target of 40% of time available for proactive work.

Consequently, this target leaves no more than 40% time remaining for investigative case work. Should the investigative work represent a greater share than that, this would come at the cost of proactive work. Given this consideration, the proportion of time represented by investigative work (and the amount left over proactive work) provide for benchmarks in determining whether staffing levels are adequate).

(2.5) Workload Metrics

Given the unique nature of GTF cases, it is estimated that **18 hours per case** is a reasonable starting point for GTF caseload. **Importantly, this workload also includes re-booking cases,** as the special efforts required for gang enhancement on cases should be accomplished by gang staff as opposed to a centralized re-booking unit. Thus, this case metric is a combination of re-booking and case investigative efforts.

(2.6) Staffing Analysis Methodology

Based on the aforementioned data, the following tables reflect the staffing methodology used to estimate staffing investigative staffing needs.

GTF Monthly Investigations and Re-booking Analysis

Month (2018)	# of Cases Per Month	Hours Per Case	Est. Workload Hours
January	29	18	522
February	9	18	396
March	21	18	378
April	13	18	234
May	21	18	378
June	13	18	260
July	19	18	342
August	45	18	810
September	18	18	324
October	15	18	270
November	16	18	288
December	22	18	396

As can be seen by the table, case workload fluctuates widely as a result of several factors including the varied amount of time that can be spent on a case, the amount of proactive work conducted, etc. Clearly the average case time of 18 hours has a very broad range of possible work hours dependent upon case circumstances.

GTF Investigations Analysis

Unit	# of Cases Per Year	Hours Per Case	**Est. Workload Hours**
GTF	261	18	**4,693**

The above reflects the estimated workload for the entire unit excluding management. Importantly, dependent upon proactive efforts desired by the GTF, net available hours can change significantly. Currently the formula includes 60% administrative/proactive time dedicated compared to caseload investigations. As this can be adjusted based on desire mission focus, so too will staffing requirements change. Finally, the hours per case estimate should be considered a broader benchmark and adjusted in the future based on actual historical casework experiences. In sum, the GTF workload is driven by:

- The number of cases worked;
- The amount of time dedicated to each case;
- The desired level of proactive time in the Unit.

These factors drive the staffing development and result in the recommended staffing below. As these variables change, staffing requirements will also be revised.

(2.7) Results of the Staffing Analysis

Based on the calculations for total investigative workload, and given the targets for proactive work and administrative time, the total number of net available hours that must be staffed for can then be calculated:

Hours Required to Provide for 40% of Time Available for Proactive Work

Category	Total Hrs.	% of Total
Administrative Time	2,347	20%
Investigative Case Work	4,693	40%
Proactive Work	4,693	40%
Net Available Hours Required	**11,733**	**100%**

The number of staff needed to are then based on the number of net available hours per full-time equivalent position.

(3) Staffing Analysis Methodology – Supporting Personnel

Based on the analytical frameworks noted, the GTF should be staffed with the following job classification positions.

- One supervising Lieutenant.
- One Police Services Assistant to support data entry and other functions.
- One Officer for Graffiti Abatement Program management.

Cadets and Light Duty Officer(s) can be used to further augment staffing but should not be included in the formal staffing contingent needs of the GTF.

(4) Summary of Staffing

The following table summarizes the methodologies used for the GTF and resulting outcomes.

GTF

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit, but larger units have multiple lieutenants.	1	1
Sergeant	**Workload Based** Based on caseload metrics and proactive time desires, which can adjust based upon experience.	15	7
Officer	**Unique/Non-scalable** Based on special unit support requirements.	1	1
PSA/Clerk	**Unique/Non-scalable** Based on special unit support requirements.	2	2

4. Crime Gun Investigations Center (CGIC)

(1) Unit Overview and Analytical Framework

The role and mission of the CGIC is to disrupt gun violence through the consistent production of proactive and actionable information. In an effort to provide valuable information for investigations, the Department's strategy focuses its resources on the most violent connected firearms offenders. The offenders are identified through a data driven and forensic-led initiative in efforts to identify, target, investigate, arrest, and ultimately prosecute firearms related offenders. The CGIC focuses its investigative resources on identified priority National Integrated Ballistic Information Network (NIBIN) cases and recovered firearms.

(2) Metrics and Staffing Analysis

The following sub-sections represent the appropriate metrics and staffing targets for SFPD's CGIC operations as they are presently deployed.

The CGIC is a relatively new Unit for the SFPD and as such is still developing best approaches to meet its stated mission. The metrics used for calculating CGIC staffing levels include three distinct categories described in this report: staffing net availability, administrative (proactive) time, and workload metrics.

(2.1) Staffing and Net Availability

Specific data is not readily available for staff positions assigned to CGIC, and normative values have been used for training, court time, and leave. Consequently, the following net availability metrics are used:

CGIC Annual Net Available Work Hours Per Year

Base Annual Work Hours		**2,080**
Total Leave Hours	–	200
On-Duty Training Hours	–	40
On-Duty Court Time Hours	–	80
Subtotal: Available Work Hours	**=**	***1,760***

(2.2) Administrative Time

Interviews with CGIC personnel suggest administrative time that reflects **20% of net available work hours**, after subtracting leave, training, and court time. After accounting for these factors, this equates to 352 hours of administrative work per year. After deducting for this administrative time estimate, as well as for proactive time, the remaining time is used to investigate caseloads.

CGIC administrative tasks are similar to those of other investigative units, as listed at the beginning of this chapter in the methodological explanation section.

(2.3) Proactive Work

Interviews with CGIC personnel suggest that proactive work reflects 33% of available work hours. Combined with the 20% administrative time, this would leave no more than about 47% time remaining for investigative case work. Should the investigative work represent a greater share than that, this would come at the cost of proactive work. Consequently, the proportion of time represented by investigative work (and the amount left over proactive work) provide effective benchmarks for determining whether staffing levels are adequate).

Examples of the kinds of activities that are considered as part of proactive work include the following:

- Field intelligence work

- Interface with other units and outside agencies (e.g., ATF) on cases that the unit is not formally involved in
- Work related to proactive controlled buys
- Social media scanning and intelligence work
- Gun retrieval from felons

(2.3) Workload Metrics

Given the unique nature of CGIC cases involving different databases (NIBIN), emphasis on firearms-related offenders which are often violent offenders, federal interface and attempts at federal adoption of cases, the case time parameters discussed elsewhere in this report related to person crimes, etc., it is estimated that 24 hours per case is a reasonable starting point for CGIC caseload.

Based on the aforementioned data, the following tables reflect the staffing methodology used to estimate staffing investigative staffing needs:

CGIC Monthly Investigations Analysis

Month (2018)	# of Cases Per Month	Hours Per Case	Est. Workload Hours
January	17	24	408
February	8	24	192
March	1	24	24
April	7	24	168
May	21	24	504
June	4	24	96
July	6	24	144
August	24	24	576
September	6	24	144
October	14	24	336
November	25	24	600
December	12	24	288

As can be seen by the table, case workload fluctuates widely as a result of several factors including the varied amount of time that can be spent on a case, the amount of proactive work conducted, etc. Clearly, the average case time of 24 hours has a very broad range of possible work hours dependent upon case circumstances.

CGIC Investigations Analysis

Unit	# of Cases Per Year	Hours Per Case	**Est. Case Workload Hours**
CGIC	145	24	**3,482**

In total, at an average of 24 hours per case (approximately/rounded), this represents approximately **3,482 hours of case-driven investigative workload** over the entire year.

The above reflects the estimated workload for the entire unit excluding management. This can be composed of sergeants, officers, and inter-agency staff. The composition of the CGIC Unit can change dynamically dependent upon need, but should always include at least one Sergeant and one ATF staff member.

Importantly, dependent upon proactive efforts desired by the CGIC, net available hours can change significantly. Currently the formula includes 53% administrative/proactive time dedicated compared to caseload investigations. As this can be adjusted based on desire mission focus, so too will staffing requirements change. Finally, the hours per case estimate should be considered a broader benchmark and adjusted in the future based on actual historical casework experiences.

(2.4) Results of the Analysis

At the minimum adequate staffing level, case-driven workload accounts for at least 47% of net available hours. 100% of net available hours, which includes proactive work and administrative time, is therefore approximately 2.13 times larger than the amount of workload. From that point, the minimum number of hours for both administrative time and proactive work can then be calculated:

Hours Required to Provide for 40% of Time Available for Proactive Work

Category	Total Hrs.	% of Total
Administrative Time	1,492	20%
Investigative Case Work	3,482	47%
Proactive Work	2,487	33%
Net Available Hours Required	**7,461**	**100%**

The number of staff needed to are then based on the number of net available hours per full-time equivalent position.

(3) Summary of Staffing

The following table summarizes the methodologies used for the CGIC and resulting outcomes:

CGIC (Gun Unit)

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit, but larger units have multiple lieutenants.	1	1
Sergeant	**Workload-based** Based on caseload metrics and proactive time desires, which can adjust based upon experience.	2	2
Officer	**Workload-based** Based on caseload metrics and proactive time desires, which can adjust based upon experience.	2	2
960 Employee	**Unique/Non-scalable** Based on special unit support requirements.	3	3

5. Narcotics Unit

(1) Unit Overview and Analytical Framework

The Narcotics Unit investigates all narcotics complaints received from citizens. Narcotics proactively investigate, infiltrate, and arrest narcotic traffickers—typically mid-to-higher level cases—and investigates those involved in narcotic trafficking organizations. The unit frequently interacts with district station officers, providing a forum for the citizens of San Francisco regarding their narcotics complaints.

(2) Narcotics Unit Metrics and Best Practices

The following sub-sections represent the appropriate metrics and staffing targets for SFPD's Narcotics operations as they are presently deployed.

Investigative units dedicated to proactive efforts require very close scrutiny given their unique roles. Because staffing levels often become an outcome of performance, the effectiveness of proactive investigative units needs to focus more on the process of targeting problems in the community and making assigned staff accountable for results. In brief, proactive investigative units require close oversight given their unique roles and they must have established performance expectations and related metrics or Key Performance Indicators (KPI) that influences their workloads and ultimately staffing needs. Metrics, such as the following, are employed to determine the effectiveness of proactive operations in a Narcotics and other similar units.

Best Management Practices Performance Review for Narcotics Efforts

Performance Target	Reporting Criteria
Are decisions made at the appropriate level?	Major initiatives are documented and approved by the Lieutenants or Sergeants in a Tactical Action Plan format.
Clearly defined mission that focuses on both street level as well as large-scale interdiction.	Unit has been developed with specific missions; this information is noted in the respective Tactical Action Plans.
Internal systems and performance measures have been designed to provide for internal accountability.	The Unit provides quarterly performance reports relative to output metrics that foster accountability.
Internal systems provide for clear accountability and tracking of property/evidence.	In association with Property and Evidence, clear protocols are in place and reported upon.
Interaction with local, state, federal and international agencies is performed.	The Unit is involved in several cooperative efforts and task forces and output and outcome measures are reported upon.
The unit is located off-site from the main department. Secured and trackable/auditable storage on-site for narcotics, money, weapons, other contraband, is available for use in undercover work	Secured facilities are in place and periodically audited for security.
Asset seizure funds are regularly audited by an external entity.	Audit trails are in place to ensure the appropriate use of asset seizure funds.

(2.1) Administrative and Proactive Time

Proactive Units are generally dedicated 100% to administrative time, proactive time, and the proactive cases they develop. In the instance of the Narcotics Unit the following key efforts reflect proactive activities.

- Investigates mid-level narcotics operations, including asset forfeiture.
- Performs proactive, long-term investigative efforts conducted in teams.
- Some staff assigned on task forces to include homeland security, DEA at airport and DEA Main.

With most performance reporting in any law enforcement agency, proactive enforcement units often report on performance outputs that includes number of arrests, weapons and drugs confiscated, monies seized, warrants served, etc. It is difficult, however, to objectively link such outputs to performance outcomes—specifically the suppression of illegal narcotics activities within San Francisco. Special enforcement activities should be tied to mitigating “community harm” as a result of these enforcement efforts, and reporting tools utilized to attempt to measure this. The tracking, measuring and reporting of these KPIs should be part of the administrative efforts for this unit.

In instances where a proactive unit’s workload is significantly centered around reactive caseloads, staffing levels should be constructed as reflected by the analysis shown in the Gang Task Forces discussed previously.

However, because fully “proactive units” are often designed to dedicate 100% of their time to specialized field efforts and the supporting administrative time required, development of staffing requirements can be based on other approaches noted below. As a result, the staffing needs of this unit are not analyzed using a workload-based approach.

(2.2) Workload Metrics

Workload metrics noted above should be reported upon. These metrics however (e.g. amount of money seized) do not impact staffing needs in a numerical fashion. Rather, they represent the magnitude of success that should help inform staffing level requirements.

Because staffing levels in proactive units can flex tremendously, generally speaking they can be devised as a proportion of total investigative staff in a law enforcement agency.

(3) Staffing Analysis Methodology

Based on the aforementioned approach, the following table reflects the possible size of a Narcotics Unit based upon the total line investigative staffing in a law enforcement agency. The range our project team has discovered is typically between 3% and 7% of the investigative workforce is assigned to narcotics and/or a combined vice/narcotics unit.

Narcotics (Officer) Staffing Analysis

% of Investigative Line Staff	# of Investigative Line Staff	Resulting # of FTEs	# of FTEs Needed (Rounded)
3%	189	5.67	6
4%	189	7.56	8*
5%	189	9.45	10
6%	189	11.34	12**
7%	189	13.23	14

** Current actual (filled) staffing level.*

*** Current authorized staffing level.*

(3.1) Staffing Analysis Methodology – Supporting Personnel

Based on the analytical frameworks noted, the Narcotics Unit should be staffed with the following job classification positions.

- One supervising Lieutenant.
- One or two supervising sergeants dependent upon Unit size.
- One Police Services Assistant to support data entry and other functions.

Cadets and Light Duty Officer(s) can be used to further augment staffing but should not be included in the formal staffing contingent needs of the Narcotics Unit.

(4) Summary of Staffing

The following table summarizes the methodologies used for the Narcotics Unit and resulting outcomes.

Narcotics Unit

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit, but larger units have multiple lieutenants.	1	1
Sergeant	**Span of control** Supervisor position, scales based on the number of special detail direct reports, at a typical rate of 1 for every 7-9 FTEs.	4	2
Officer	**Ratio Based** Based on percentage of investigative line staff.	12	12
PSA or Clerk	**Unique/Non-scalable** Based on special unit support requirements.	1	1

6. Station Investigative Teams (SIT)

(1) Unit Overview and Analytical Framework

The Station Investigative Teams (SIT), located at each SFPD station, perform generalist investigation of person and property crimes located in their service area. Dependent upon the SIT, different staffing resources are utilized, to predominantly include Sergeants acting as detectives. Additionally, Officers, Police Services Assistants, and Light Duty positions may assist in the roles and responsibilities noted below. The following framework information drives the metrics and staffing targets discussed subsequently.

(2) Metrics and Staffing Analysis

The following sub-sections represent the appropriate metrics and staffing targets for SFPD's SIT operations as they are presently deployed.

The Station Investigative Teams (SIT) are assigned a variety of crime types ranging from burglary to robbery to assaults. Given staffing levels, emphasis is often on person crime incidents. The metrics used for calculating SIT staffing levels include three distinct categories described in this report: staffing net availability, administrative time, and workload metrics.

(2.1) Staffing and Net Availability

Specific data is not readily available for staff positions assigned to SIT teams, and normative values have been used for training, court time, and leave. Consequently, the following net availability metrics are used:

SIT Annual Available Work Hours Per Year

Base Annual Work Hours		**2,080**
Total Leave Hours	–	200
On-Duty Training Hours	–	40
On-Duty Court Time Hours	–	80
Subtotal: Available Work Hours	**=**	***1,760***

Total net available hours vary by team, as each station has a slightly different number of personnel assigned.

(2.2) Administrative Time

Interviews with SIT team personnel suggest administrative time that reflects **20% of net available work hours**, after subtracting leave, training, and court time. After accounting for these factors, this equates to 352 hours of administrative work per year. After deducting for this administrative time estimate, as well as for proactive time, the remaining time is used to investigate caseloads.

SIT team administrative tasks are similar to those of other investigative units, as listed at the beginning of this chapter in the methodological explanation section.

(3) Staffing Analysis Methodology

While the unit does not have proactive time, the analysis is performed largely the same as for most other investigative units, with administrative time occupying 20% of net available time, and case-driven workload consuming the rest.

(3.1) Workload Metrics

The following table reflects key workload metrics for detective staff based on the generalist nature of their criminal investigations. It is effectively a combination of person and property crime metrics (emphasis on the latter).

SIT Caseload Metrics

Common Processes	Approximate Time
Evidence to Crime Lab	**1.5 hours** (Includes packaging and report)
Evidence to Property Control	**1.5 hours** (Includes packaging and report)
Video recovery from scene and reviewing	**2 hours** (Includes review and summary)
Crime Scene processing	Typically done by dedicated crime scene unit or patrol unit
Warrants / Subpoenas	**2 hours** (Includes report writing)
Warrants / Subpoenas	**2 hours** (Includes report writing)
Victim Interview	**2 hours** (Includes report writing)
Witness Interviews (3)	**2 hours** (Includes report writing)
Suspect Interview	**2 hour** (Longer if lodged -Includes report writing)
Total	**15 hours**

(3.2) Staffing Analysis Methodology

Based on the aforementioned data, the following tables reflect the staffing methodology used to estimate staffing investigative staffing needs.

SIT Investigations Analysis[17]

Type of Case	# of Cases Per Year	Hours Per Case	**Est. Workload Hours**
Missing Adults	821	2	**1,642**
Missing Juveniles	291	2	**582**
Vandalism	308	15	**4,620**
Vandalism to Vehicle	178	15	**2,670**
Terroristic Threats	240	15	**3,600**
Discharging a Firearm	31	15	**465**
Discharging at an Inhabited Dwelling	3	15	**45**
Carrying a concealed weapon	76	15	**1,140**
Carrying a weapons as a convicted felon	8	15	**120**
Aggravated Assault	1,532	20.9	**32,018**
Total	3488	–	**46,903**

The above does not include re-booking workloads, as this effort would captured in the Administrative Time work tasks. Some of these tasks would also be accomplished by the police services assistant.

Importantly, it must be recognized that SITs do not operate consistently across all the Department. The type of case assignment, the amount of emphasis to be placed on each case, and the proportion of courtesy contacts as opposed to "workable case assessments" is different across SIT operations and influenced to a great degree by the Lieutenant in charge of the operation. As such, the number of cases per year assigned above is somewhat individualized for each unit and would change with a more comprehensive department-wide philosophy regarding investigative efforts and protocols.

[17] Data was annualized for eleven months in 2019 as December 2019 not captured and provided.

SIT Investigations Analysis

Unit	# of Cases Per Year	Est. Workload Hours
BURGLARY	3,488	**46,903**

Based on the previous available work hours per investigator (1,408) and the number of estimated caseload hours (46,903) it would require approximately 34 sergeants to handle the given caseloads for SITs.

(3.3) Staffing Analysis Methodology – Supporting Personnel

Based on the analytical framework noted earlier, each of the SITs should be staffed with the following job classification positions.

- One supervising Lieutenant.

- One Police Services Assistant. The PSA, dependent on District focus, can perform a variety of roles with one dedicated position assigned to each SIT in the Districts. Responsibilities include, but are not limited to:
  - Tracking of caseload metrics on spreadsheets and other systems.
  - Supporting research for investigative staff.
  - Re-booking administrative support. This effort, in large part, off-loads work from investigative staff supporting this function.
  - Courtesy contact with victims on lower priority (e.g. unsolvable) cases.

- One Officer for video retrieval and other related support (Video Resource Officer).

Station Investigative Teams (SIT) – Aggregated Citywide

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Span of control** Supervisor position, scales based on the number of direct reports, at a rate of 1 for every 6-9 FTEs.	10	10
Sergeant	**Workload Based** Based on the number of workable cases assigned.	33	34

Position	Methodology	Curr. FTEs	Rec. FTEs
Officer	**Ratio-based** Based on the video collection/review capacity, or the total work capacity given volume and time per video collection and review.	10	10
PSA	**Ratio-based** One PSA is targeted for each district station, with data suggesting that a PSA can effectively support 5-8 investigative positions within each investigative unit.	4	10
Light Duty & Cadets	**Non-scalable** Number of cadets and light duty positions available has significant variability, and so it is not tied to need for the positions.	–	–

Recommendation: Assign one PSA to each District SIT to conduct various support. Cadets and Light Duty Officer(s) can be used to further augment staffing but should not be included in the formal staffing contingent needs of each SIT.

7. Burglary Unit

The Burglary Unit investigates commercial and residential burglaries. The role of the unit is to provide investigative follow up on all workable burglaries.

(1) Metrics and Staffing Analysis

The following sub-sections represent the appropriate metrics and staffing targets for SFPD's Burglary unit as they are presently deployed.

The Burglary Unit consists of follow up investigations on commercial and residential property crimes. The metrics used for calculating Burglary staffing levels include three distinct categories described in this report: staffing net availability, administrative time, and workload metrics.

(2) Staffing and Net Availability

Specific data is not readily available for staff positions assigned to the Burglary Unit. Consequently, the following net availability metrics are used:

Net Available Hours Per Year

Base Annual Work Hours		**2,080**
Total Leave Hours	–	200
On-Duty Training Hours	–	40
On-Duty Court Time Hours	–	80
Net Available Hours Per FTE	**=**	**1,760**

(2.1) Administrative Time

Interviews with Burglary Unit personnel suggest administrative time that reflects **20% of net available work hours**, after subtracting leave, training, and court time. After accounting for these factors, this equates to 352 hours of administrative work per year. After deducting for this administrative time estimate, as well as for proactive time, the remaining time is used to investigate caseloads.

Burglary Unit administrative tasks are similar to those of other investigative units, as listed at the beginning of this chapter in the methodological explanation section.

(2.2) Proactive Time

Burglary Unit investigators are assumed to not have proactive time. Any proactive coordination and discussion on cases is assumed to fall under the administrative time category.

(3) Burglary Unit Staffing Analysis

A workload-based approach is used to determine Burglary Unit staffing needs, with administrative time occupying 20% of net available work hours, and case-driven workload comprising the rest.

(3.1) Workload Metrics

Given the varying nature of Burglary cases the case time parameters discussed elsewhere in this report related to person crimes, etc., it is estimated that 14 hours per case is a reasonable starting point for a burglary caseload.

(3.2) Staffing Analysis Methodology

Case workload fluctuates widely as a result of several factors including the varied amount of time that can be spent on a case. Clearly the average case time of 14 hours has a very broad range of possible work hours dependent upon case circumstances.

Burglary Investigations Analysis

Unit	# of Cases Per Year	Hours Per Case	**Est. Workload Hours**
BURGLARY	2,112	14.3	**30,201**

The above reflects the estimated workload for the entire unit excluding management. Currently the formula includes 20% administrative/proactive time dedicated compared to caseload investigations. Finally, the hours per case estimate should be considered a broader benchmark and adjusted in the future based on actual historical casework experiences.

Burglary Unit

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Span of control** Supervisor position, scales based on the number of direct reports, at a rate of 1 for every 6-9 FTEs.	1	3
Sergeant	**Caseload Targets:** Person crime cases are approximately 12 to 15 per month.	22	22

The Burglary unit also includes 4 Task Force Assigned positions that are not included in the daily caseload assignment. With these four additional positions the total needed is 26.

8. Special Victims Unit

(1) Unit Overview and Analytical Framework

The Special Victims Unit investigates several unrelated categories of person and financial crimes.

(2) Metrics and Staffing Analysis

The following sub-sections represent the appropriate metrics and staffing targets for SFPD's SVU operations as they are presently deployed.

The SVU is consists of several types of person crimes and also includes Financial crimes. The metrics used for calculating SVU staffing levels include three distinct categories described in this report: staffing net availability, administrative (proactive) time, and workload metrics.

(2.1) Staffing and Net Availability

Specific data is not readily available for staff positions assigned to the SVU. Consequently, the following net availability metrics are used:

Net Available Hours Per Year

Base Annual Work Hours		**2,080**
Total Leave Hours	–	200
On-Duty Training Hours	–	40
On-Duty Court Time Hours	–	80
Net Available Hours Per FTE	**=**	**1,760**

(2.2) Administrative (Proactive) Time

Interviews with SVU personnel suggest administrative time that reflects **20% of net available work hours**, after subtracting leave, training, and court time. After accounting for these factors, this equates to 352 hours of administrative work per year. After deducting for this administrative time estimate, as well as for proactive time, the remaining time is used to investigate caseloads. This includes coordination and discussion on ongoing cases.

SVU administrative tasks are similar to those of other investigative units, as listed at the beginning of this chapter in the methodological explanation section.

(2.3) Workload Metrics

Given the varying nature of SVU cases the case time parameters discussed elsewhere in this report related to person crimes, etc.

(2.4) Staffing Analysis Methodology

Based on the aforementioned data, the following tables reflect the staffing methodology used to estimate staffing investigative staffing needs.

Case workload fluctuates widely as a result of several factors including the varied amount of time that can be spent on a case. Clearly the average case time varies widely because of the variety of cases investigated as shown in the following table.

SVU Investigations Analysis

Unit	# of Cases Per Year	Hours Per Case	**Est. Workload Hours**
Sex Assault	622	23.5	**14,617**
Child Abuse	243	21.5	**5,224**
Domestic Violence	1,744	11	**19,184**
ICAC	266	24	**6,384**
Stalking	112	20.9	**2,340**
Elder Abuse	67	20.9	**1,400**
Financial Crimes	419	24	**10,056**
Missing Persons	337	2	**674**
290 Registrants	78	1	**99**
Human Trafficking	219	24	**5,256**
Cold Case Sex Crimes	230	12	**2,760**

The above reflects the estimated workload for the entire unit excluding management. Currently, the formula includes 20% administrative/proactive time dedicated compared to caseload investigations. As this can be adjusted based on desire mission focus, so too will staffing requirements change.

Finally, the hours per case estimate should be considered a broader benchmark and adjusted in the future based on actual historical casework experiences.

Special Victims Unit

Position	Methodology	Curr. FTEs	Rec. FTEs
Captain	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit.	1	1
Lieutenant	**Span of control** Supervisor position, scales based on the number of direct reports, at a rate of 1 for every 6-9 FTEs.	3	6

Position	Methodology	Curr. FTEs	Rec. FTEs
Sergeant	**Workload-based** Staffing needs determined from caseloads. Person crime cases are approximately 6 to 8 per month. Includes increases to some units, and decreases to others as a result of the workload-based analysis. *A full breakdown by unit and assignment is contained in the last chapter of this report.*	46	41
Clerk	**Ratio-based** Data suggests that a Clerk can effectively support 5-9 investigative positions in each investigative unit.	4	4

The table above is based on the current assignments and does not include the recommended reassignment of Financial Crimes to general crimes.

9. Night Investigations

The role and mission of the Night Investigations Unit is to provide after-hours detective response to major crimes, typically person crimes. The unit can take a case completely or do the preliminary investigation required and then have a centralized detective unit complete the follow up. Night Investigations can also follow up on cases after hours or assist other units.

(2) Night Investigations Metrics and Staffing Analysis

The following sub-sections represent the appropriate metrics and staffing targets for SFPD's Night Investigations Unit as they are presently deployed.

The metrics for Night Investigations apply to cases they retain. The metrics used for calculating CGIC staffing levels include three distinct categories described in this report: staffing net availability, administrative (proactive) time, and workload metrics.

(2.1) Staffing Net Availability

Specific data is not readily available for staff positions assigned to the Night Investigations. Consequently, the following net availability metrics are used:

Net Available Hours Per Year

Base Annual Work Hours		**2,080**
Total Leave Hours	–	200
On-Duty Training Hours	–	40
On-Duty Court Time Hours	–	0
Net Available Hours Per FTE	**=**	**1,840**

(2.2) Administrative and Proactive Time

Night Investigations personnel suggest **administrative time** dedicated to on-site work, responding to emails, conducted follow up phone calls and other administrative tasks reflect **20% of total net available staff time**. This equates to approximately 352 hours per year for each investigator.

Responding to after hour major crimes is assumed to comprise an additional **40% of net available time**, or 704 hours per year for each investigator.

No additional proactive time factors are included in the analysis for Night Investigations.

This leaves approximately 40% of net available time for case work, which equates to 736 hours annually per investigative staff member to focus on case-related workloads.

(2.3) Workload Metrics

Given the nature of Night Investigation cases where they may provide only initial investigations or may complete the entire investigations on major person crimes it is estimated that 24 hours per case is a reasonable starting point for Night Investigations caseload for the cases they retain.

(2.4) Staffing Analysis Methodology

Based on the aforementioned data, the following tables reflect the staffing methodology used to estimate staffing investigative staffing needs.

Night Investigations Monthly Investigations Analysis

Month (2018)	# of Cases Per Month	Hours Per Case	Est. Workload Hours
January	16	24	384
February	7	24	168
March	13	24	312
April	6	24	144
May	20	24	480
June	13	24	312
July	7	24	168
August	12	24	288
September	7	24	168
October	3	24	72
November	5	24	120
December	10	24	240

As can be seen by the table, case workloads fluctuate widely as a result of several factors including the varied amount of time that can be spent on a case, the amount of proactive work conducted, etc. Clearly, the average case time of 24 hours has a very broad range of possible work hours dependent upon case circumstances.

Night Investigations Analysis

Unit	# of Cases Per Year	Hours Per Case	Est. Workload Hours	Net Available Hours/FTE
Night Investigations	119	24	2,854	736

The above reflects the estimated workload for the entire unit excluding management. Importantly, dependent upon the number of cases that Night Investigations responds to, net available hours can change significantly. Currently, the formula includes 60% administrative (20%) / initial response (40%) time dedicated compared to caseload investigations. As this can be adjusted based on desire mission focus, so too will staffing requirements change. Finally, the hours per case estimate should be considered a broader benchmark and adjusted in the future based on actual historical casework experiences.

Night Investigations

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Span of control** Supervisor position, scales based on the number of direct reports, at a rate of 1 for every 9 FTEs.	1	1
Sergeant	**Workload-based** Staffing is determined using a workload-based methodology that factors in a combination of caseload work (40% of available time), responses to after-hours incidents (40%), and administrative time (20%).	8	8

10. Traffic Crash Investigations

The role and mission of the Traffic Crash Investigations Unit is to investigate injury and fatal accidents.

(1) Traffic Crash Investigations Metrics and Staffing Analysis

The following sub-sections represent the appropriate metrics and staffing targets for SFPD's Traffic Crash Investigations Unit as they are presently deployed.

The metrics for TCIU Investigations apply to cases they are assigned.

(2) Staffing Net Availability

Specific data is not readily available for staff positions assigned to the Traffic Crash Investigations. Consequently, the following net availability metrics are used:

Net Available Hours per Year

Base Annual Work Hours		**2,080**
Total Leave Hours	–	200
On-Duty Training Hours	–	40
On-Duty Court Time Hours	–	0
Net Available Hours Per FTE	**=**	**1,840**

(2.2) Administrative and Proactive Time

TCI personnel suggest **administrative time** dedicated to on-site work, responding to emails, conducted follow up phone calls and other administrative tasks reflect **20% of total net available staff time**. This equates to approximately 368 hours per year for each

No additional proactive time factors are included in the analysis.

This leaves approximately 80% of net available time for case work, which equates to 1,472 hours annually per investigative staff member to focus on case-related workloads.

(2.3) Workload Metrics

Given the nature of Traffic Crash Investigation cases where they complete the entire investigations on major crashes it is estimated that 21 hours per case is a reasonable starting point.

(2.4) Staffing Analysis Methodology

Based on the aforementioned data, the following table reflect the staffing methodology used to estimate staffing investigative staffing needs.

Traffic Crash Investigations Analysis

Unit	# of Cases Per Year	Hours Per Case	Est. Workload Hours	Net Available Hours/FTE
TCIU Investigations	154	21	3,234	4,416

The above reflects the estimated workload for the entire unit excluding management. Importantly, dependent upon the number of cases that are assigned net available hours can change significantly. Currently, the formula includes 20% administrative and 80% time dedicated compared to caseload investigations. As this can be adjusted based on desire mission focus, so too will staffing requirements change.

Finally, the hours per case estimate should be considered a broader benchmark and adjusted in the future based on actual historical casework experiences.

TCIU Staffing

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Span of control** Supervisor position, scales based on the number of direct reports, at a rate of 1 for every 9 FTEs.	1	1
Sergeant	**Workload-based** Workload based on caseload targets. For person crimes, a target of approximately 6 to 8 cases per month is used.	6	8

11. Homicide Investigations

The role of the Homicide Unit is to investigate homicides and Officer Involved Shootings and In Custody Deaths.

(2) Homicide Investigations Metrics and Staffing Analysis

The following sub-sections represent the appropriate metrics and staffing targets for SFPD's Homicide Investigations Unit as they are presently deployed.

The metrics for Investigations apply to cases they are assigned.

(2.1) Staffing Net Availability

Specific data is not readily available for staff positions assigned to Homicide Investigations. Consequently, the following net availability metrics are used:

Net Available Hours Per Year

Base Annual Work Hours		**2,080**
Total Leave Hours	–	200
On-Duty Training Hours	–	40
On-Duty Court Time Hours	–	0
Net Available Hours Per FTE	=	**1,840**

(2.2) Administrative and Proactive Time

TCI personnel suggest **administrative time** dedicated to on-site work, responding to emails, conducted follow up phone calls and other administrative tasks reflect **20% of**

total net available staff time. This equates to approximately 368 hours per year for each investigator. **No additional proactive time** factors are included in the analysis.

This leaves approximately 80% of net available time for case work, which equates to 1,472 hours annually per investigative staff member to focus on case-related workloads.

(2.3) Workload Metrics

Given the nature of Homicide Investigation cases where they complete the entire investigations it is estimated that 214 hours per case is a reasonable starting point.

(2.4) Staffing Analysis Methodology

Based on the aforementioned data, the following table reflect the staffing methodology used to estimate staffing investigative staffing needs.

Homicide Investigations Analysis

Unit	# of Cases Per Year	Hours Per Case	Est. Workload Hours	Net Available Hours/FTE
Homicide Investigations	47	214	10,058	26,496

The above reflects the estimated workload for the entire unit excluding management. Importantly, dependent upon the number of cases that are assigned net available hours can change significantly. Currently, the formula includes 20% administrative and 80% time dedicated compared to caseload investigations. As this can be adjusted based on desire mission focus, so too will staffing requirements change. Finally, the hours per case estimate should be considered a broader benchmark and adjusted in the future based on actual historical casework experiences.

Homicide Investigations

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Span of control** Supervisor position, scales based on the number of direct reports, at a rate of 1 for every 9 FTEs.	1	2
Sergeant	**Caseload Targets:** Person crime cases are approximately 6 to 8 per month.	18	18

12. Robbery Unit

The Robbery Unit investigates commercial and pedestrian robberies. The role of the unit is to provide investigative follow up on all workable robberies.

(1) Metrics and Staffing Analysis

The following sub-sections represent the appropriate metrics and staffing targets for SFPD's Robbery unit as they are presently deployed.

The metrics used for calculating Robbery staffing levels include three distinct categories described in this report: staffing net availability, administrative time, and workload metrics.

(2) Staffing and Net Availability

Specific data is not readily available for staff positions assigned to the Robbery Unit. Consequently, the following net availability metrics are used:

Net Available Hours Per Year

Base Annual Work Hours		**2,080**
Total Leave Hours	–	200
On-Duty Training Hours	–	40
On-Duty Court Time Hours	–	80
Net Available Hours Per FTE	=	**1,760**

(2.1) Administrative Time

Interviews with Robbery Unit personnel suggest administrative time that reflects **20% of net available work hours**, after subtracting leave, training, and court time. After accounting for these factors, this equates to 352 hours of administrative work per year. After deducting for this administrative time estimate, as well as for proactive time, the remaining time is used to investigate caseloads.

Robbery Unit administrative tasks are similar to those of other investigative units, as listed at the beginning of this chapter in the methodological explanation section.

(2.2) Proactive Time

Robbery Unit investigators are assumed to not have proactive time. Any proactive coordination and discussion on cases is assumed to fall under the administrative time category.

(3) Robbery Unit Staffing Analysis

A workload-based approach is used to determine Robbery Unit staffing needs, with administrative time occupying 20% of net available work hours, and case-driven workload comprising the rest.

(3.1) Workload Metrics

Given the varying nature of Robbery cases the case time parameters discussed elsewhere in this report related to person crimes, etc., it is estimated that 20.9 hours per case is a reasonable starting point for a robbery caseload.

(3.2) Staffing Analysis Methodology

Case workload fluctuates widely as a result of several factors including the varied amount of time that can be spent on a case. Clearly the average case time of 20.9 hours has a very broad range of possible work hours dependent upon case circumstances.

Robbery Investigations Analysis

Unit	# of Cases Per Year	Hours Per Case	**Est. Workload Hours**
Robbery	1,076	20.9	**22,488**

The above reflects the estimated workload for the entire unit excluding management. Currently the formula includes 20% administrative/proactive time dedicated compared to caseload investigations. Finally, the hours per case estimate should be considered a broader benchmark and adjusted in the future based on actual historical casework experiences.

Robbery Unit

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Span of control** Supervisor position, scales based on the number of direct reports, at a rate of 1 for every 6-9 FTEs.	1	2
Sergeant	**Caseload Targets:** Person crime cases are approximately 6 to 6 per month.	14	16
Officer	**Ratio-based:** **Video Collection/Review Capacity:** Total work capacity given volume and time per video collection and review.	2	2
960	**Non-Scalable** Unique role	1	1

13. Common Themes and Findings Across Investigative Units

The preceding sections have provided analysis on investigative staffing levels, examining methodologies and recommended targets for allocating staff. While making changes to staffing levels can certainly impact service delivery, inefficiencies in how the operations are managed or provided can also impact service delivery. For instance, using outdated systems and processes can increase the amount of time it takes to manage and solve cases. The following section ties together cross-cutting themes and issues across multiple investigative units that were identified as part of the study, providing analysis and recommendations on several issue areas.

(1) RMS / Case Management

SFPD does not have a fully functional RMS/ Case management software system. Investigations currently uses a case tracking system, but this is not a true case management system and lacks common functionality of a true case management software system. Common features of an integrated RMS / case management system include:

- The ability of patrol officers / sergeants to flag reports for distribution to the correct investigative unit e.g. all robberies cases could be automatically sent to the robbery unit once approved by the patrol sergeant / records unit.

- Cases can be electronically assigned by the unit supervisor which creates an exact chain of assignment with date and time and any notes the supervisor wishes to include.

- Cases could be electronically re-assigned if they went to the wrong unit or a decision was made by an investigative supervisor that a different unit should investigate e.g. case is flagged assault, but is really a robbery. An assault unit supervisor could re-assign the case to the robbery que. SFPD currently uses a “green” sheet paper transfer process which can slow down the transfer and the investigation.

- Case assignment can be seen by others. Currently a patrol officer or supervisor has to call or email investigative units to find out who is assigned a case. With an effective case management system officers can easily find out who has been assigned a case or whether a case has been assigned. This can be helpful if a victim or witness contacts the officer with additional information or wants to know who is assigned the case. This is also helpful if the officer developed additional information has writes a follow up report. With effective case tracking the assigned detective will be notified of the follow up report as well.

- The ability to monitor investigative caseloads, case time frames, case closure rates, open cases and total assigned cases in real time. Under the current system all these have to be done by hand calculation.

There are many other features and benefits of an effective case management system.

Recommendation: Acquire an effective case management system that is integrated with RMS.

(2) Investigative Unit Scope and Delineation of Responsibilities

There are some units that are overly broad in their scope of what they will investigate. In the Special Victims Unit there are some investigators assigned to “the PIT” and are assigned Domestic Violence, Sex Assault and Child Abuse cases like a small agency would, not as specialists. This is not the prevailing practice for larger agencies as each of these cases rely on different processes and many times even different prosecution standards. Child sex abuse requires a forensic interview/ exam and sometimes rape kit (forensic comb and swab, etc.). This is processed much different than a domestic assault. It should be noted that some of the crimes have advocacy groups (Domestic Violence, Sexual Assault, Hate Crimes, and Child Abuse).

There is also a perception that assignment to "the PIT" is somewhat unfavorable, and that personnel will try to rotate out of the unit when they can, leading to PIT comprising a higher proportion of newer investigators than other units at the same rank. This is particularly an issue given the types of crimes that "the PIT" investigates, many of which require advanced skillsets to be developed and benefit from having significant experience. Typically, in comparably sized departments, the investigators working on cases such as child abuse and sex crimes have some of the more experienced detectives assigned to the unit. This lends itself to career development through attending outside training programs in the investigative specialty.

It is preferred to have specialists investigate these case types for a number of reasons, most importantly because they become expert on a specific type of case. As specialists, they can develop a better knowledge of procedural aspects of the case, develop relationships with prosecutors if they are assigned by specialty. They also may become more efficient at investigating specific types of cases because of having more experience doing them. Last and perhaps most importantly, investigators may have a particular aptitudes for certain types of cases and therefore can be more invested in the case from an investigative standpoint. Given these considerations, the investigators in "the PIT" section of SVU should be assigned specific types of cases. SVU should be broken into sections that have common investigative processes and victims:

- **Sex Crimes:**
  - ICAC
  - Cold Case (Sex Assault)
  - Sex Assault
  - Child Sex Abuse
  - 290 unit
  - Human Trafficking

- **Family Crimes:**
  - Domestic Violence
  - Elder Abuse (non-financial)
  - Child Abuse / Neglect (non-sexual)
  - Stalking (including non-domestic)
  - Missing persons

Other cases outside of these areas should be sent to existing or newly created units, including:

- **Financial Crimes (new standalone unit):**
  - Fraud (from PIT)
  - Elder Financial Crimes
  - Identity Theft
- **SITs:**
  - Assaults
  - Thefts.
  - Vandalism

Recommendation: Reorganize the Special Victims Unit by splitting creating new specialized investigative units and reallocating certain case types to existing investigative units.

3. Spans of Control

There are large spans on control in some units with one lieutenant supervising 18 detectives (sergeants). Large spans of control limit supervisory control and influence. This can impact operational efficiency and effective case management and oversight. Some units have delegated case management to a detective (sergeant) because of large units and the need to keep case assignments evenly dispersed.

Recommendation: Within investigative units, limit spans of control from 6 to 9 direct reports per supervisor.

14. Forensic Services Division

1. Workload Methodology

The following sections provides a detailed breakdown of the calculated time needed to perform certain functions or to provide investigative assistance. After this analysis, staffing calculations are provided for each unit within the Forensic Services Division individually.

(1) Introduction

In order to provide benchmarks of unit workload, the project team uses performance measures to estimate the number of possesses that can be effectively performed by the typical criminalist in a month. These workloads are derived from a combination of studies and our experience in conducting staffing and workload assessments for criminalist units in hundreds of departments throughout the United States. Because we work with a variety of clients we provide a case range. This is done to account for differences in resources available to criminalists, e.g. Lab space and equipment.

We have used broad categories – Crime lab, Firearms, Forensic Alcohol, Quality Assurance, Crime Scene Investigations, MEU, SVFL, Forensic Artist, and ID-ABIS.

The following sections detail our reasoning for assigning each type of activity a different number of hours needed. It should be noted these are averaged based on our experience working with many departments, although local factors are also considered. As it relates to important workload drivers. In some cases the number of staff needed is also dependent upon needed coverage hours.

(2) Crime Lab – DNA Analysis

DNA processing is complex and requires many steps with documentation. We typically recommend no more than about 30 DNA analysis cases be assigned per criminalist per month.

Common Processes	Approximate Time
Clean Examination area	**30 minutes**
Evidence screening	**6 hours** (Visual and forensic examination of evidence to determine likely location of DNA material)
DNA extraction	**15 hours** (This is an average as there are different extraction methods used)
DNA Quantitation	**4 hours** (Includes Prep time, samples running on instrument and analysis)
PCR	**6 hours** (Includes Calculations, Dilute/ Concentrate, Sample Prep and samples running on instrument)
DNA Typing	**19 hours** (Includes sample prep, running on instrument, data review, statistical analysis and report writing)
Technical / Administrative Review	**3 hours** (All analysis must be reviewed by another qualified analyst)
	53.5 hours- *If all tasks completed*

This list is not all inclusive and does not contain all elements of DNA analysis and not every case will have same amount of evidence to process. Though it takes approximately 53.5 hours per case there are opportunities to conduct other processes while the samples are being run on instruments (Approximately 18 hours). Through interviews we were it was determined that criminalists can perform approximately 30 sample analysis per month when using efficient organization. This equals approximately 4.8 hours per sample. Many cases will not require the number of hours listed, but some cases may require significantly more. Additionally, some cases may go to trial where the criminalist may have to testify regarding the process and evidence.

Net Availability for Persons Crime Criminalists

Base Annual Work Hours		**2,080**
Total Leave Hours	–	200
On-Duty Training Hours	–	40
On-Duty Court Time Hours	–	80
Available Work Hours	**=**	**1,760**
Available Hours Per Month		*146.6*

Through our experience over many studies we have found that a competent criminalist can efficiently process 30 DNA case analysis a month, however SFPD Lab uses a batch method to process significantly more DNA samples than is typical (approximately 1000 samples a month). With current personnel the lab able to analyze all person crime DNA samples and very limited property crime samples.

Crime Lab (DNA) Staffing

Position	Methodology	Curr. FTEs	Rec. FTEs
Manager	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit.	1	1
Manager 4	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit.	1	1
DNA Supervisor	**Span of control** Supervisor position, scales based on the number of direct reports, at a rate of 1 for every 6 to 9 FTEs.	3	3

Position	Methodology	Curr. FTEs	Rec. FTEs
Criminalist II	**Caseload Targets:** Process all DNA collected from person crimes and select property crimes / sprees. 1000 samples processed a month.	16	20

(3) Firearms (Impressions)

Firearms and tool impression analysis. Firearms and tool impression analyses requires analysis of detailed comparisons between at least two objects.

Common Processes	Approximate Time
Evidence to Crime Lab	**30 minutes** (Documentation to maintain chain of custody)
Function Check	**30 minutes** (Includes Inspecting, measuring trigger pull and writing report)
Test fire	**1 hour** (Typically done in a batch)
Comparison microscope analysis	**4 hours** (To review, photograph and write report)
Upload to NIBIN	**1 hour** (Includes reviewing and report writing)
Return to Evidence	**30 minutes** (Includes report writing)
	7.5 hours- *If all tasks completed*

This list is not all inclusive and does not contain all elements of Firearm/ Impression analysis. Many cases will not require the number of hours listed, but some cases may require significantly more. Some cases will be on casings or bullet fragments that are recovered without a firearm. The timelines presented above are for firearm testing.

Through our experience over many studies we have found that a competent criminalist can efficiently work an average of 16 to 20 new firearm analysis a month.

Firearms Staffing

Position	Methodology	Curr. FTEs	Rec. FTEs
Sup-Crim. III	**Span of control** Supervisor position, scales based on the number of direct reports, at a rate of 1 for every 6 to 9 FTEs.	1	1
Criminalist II	**Workload-based** Number of Firearms to be processed.	3	3
Criminalist I	**Workload-based** Number of Firearms to be processed.	2	3
PSA	**Workload-based** Administrative support	2	2
CGIC	**Workload-based** Number of Firearms to be processed.	1	1

(4) Crime Scene Investigations

Crime Scene Investigations is responsible for responding to crime scenes to process and recover evidence. Additionally, the unit performs analysis of cell phones and other digital evidence. We generally recommend no more than 18 to 24 child victim crimes be assigned per month.

These cases generally involve the use of forensic interviewers who must be scheduled and the interviews tend to be lengthier.

Common Processes	Approximate Time
Respond to Scene	**1 hour**
Process Scene	**2 hours** (Includes writing report)
Recover Evidence	**30 Minutes** (Includes packaging and placement into evidence at office)
Report Writing	**30 Minutes** (
	4 hours- *If all tasks completed*

This list is not all inclusive and does not contain all possible types of evidence recovery e.g. removing sheetrock to recover bullet fragments. Homicides and multiple crime scene processing may take significantly longer. Many cases will not require the number of hours listed, but some cases may require significantly more.

Through our experience over many studies we have found that a competent crime scene technician can efficiently work an average of 18 to 24 crime scenes a month. An additional consideration in staffing crime scene is shift coverage so that there is the ability to respond at all hours.

Crime Scene Investigations Staffing

Position	Methodology	Curr. FTEs	Rec. FTEs
Tech Mgr.	**Span of control** Supervisor position, scales based on the number of direct reports, at a rate of 1 for every 6 to 9 FTEs.	1	1
Tech Mgr. (Latents)	**Span of control** Supervisor position, scales based on the number of direct reports, at a rate of 1 for every 6 to 9 FTEs.	1	1
Supervisors	**Span of control** Supervisor position, scales based on the number of direct reports, at a rate of 1 for every 6 to 9 FTEs.	3	3
Techs	**Fixed coverage** Coverage Hours	18	18

(5) Photo Lab

Photo lab techs are responsible for processing crime scene videos and photographs. The unit produces images for court and investigations. The unit also cell phone downloads.

Common Processes	Approximate Time
Review and isolation of digital image.	**1 hour** (Includes documentation)
Production of image	**1 hour**
	2 hours- *If all tasks completed*

This list is not all inclusive and does not contain all processes or re-edits or enlargements for prosecution.

Through our experience over many studies we have found that a competent photo technician can efficiently work an average of 73 cases a month.

Photo Lab

Position	Methodology	Curr. FTEs	Rec. FTEs
Supervisor	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit.	1	1
Techs	Workload-based	4	4

(6) Forensic Artist

Forensic Artist work is dependent upon the availability of witness/victims. Overall interview time vary greatly based on the ability of the witness.

Common Processes	Approximate Time
Schedule of interview	**30 minutes** (Includes attempts to connect and initial consultation)
Interview / sketch	**4 hours**
Submission / Distribution of sketch	**1 hours** (Includes writing report)
	5.5 hours- *If all tasks completed*

Through our experience over many studies we have found that a competent Forensic artist can effectively work an average of 8 to 12 new cases a month. (This is partly based on the number of work days in a month and the length of each interview which would make it difficult to schedule more than 1 interview a work day).

Forensic Artist Staffing

Position	Methodology	Curr. FTEs	Rec. FTEs
Forensic Artist	**Workload-based** Coverage and number of sketches	1	1

(7) ID - ABIS

The unit consists of two separate functions, ten print and clerks for data entry. ID technicians conduct finger printing of arrested subjects, job applicants and others. The clerks enter data for Emergency Protection Orders and verifications.

Common Processes	Approximate Time
Obtain finger and palm prints	**10 minutes**
Submit to AFIS	**5 minutes**
Analyze "hits"	**30 minutes** (To review and write report)
	1 hour- *If all tasks completed*

Through our experience over many studies we have found that a competent technician can efficiently print an average of 180 people per month.

ID-ABIS Unit Staffing

Position	Methodology	Curr. FTEs	Rec. FTEs
Supervisor	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit.	1	1
Techs (Ten print)	**Workload-based** Print all arrested subjects, etc.	18	18
Clerks	**Workload-based** Enter all EPOs and other data	8	12

(8) Forensic Alcohol

Forensic Alcohol is a required position to administer and maintain alcohol measuring devices. The positions in this unit calibrate equipment, interpret results and train sworn personnel on the use of the devices.

Forensic Alcohol Unit Staffing

Position	Methodology	Curr. FTEs	Rec. FTEs
Supervisor	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit.	1	1
Crim. II	**Unique/Non-scalable**	1	1
Crim. I	**Unique/Non-scalable**	1	1

(9) MEU (Media Evidence Unit / Digital Forensics)

MEU – As such workload measures are associated the downloading and retention digital media, as follows:

Common Processes	Approximate Time
Cell phone download	**4 hours** (Includes connecting to download machine/software)
Report Writing	**1 Hour**
	5 hour- *If all tasks completed*

This list is not all inclusive and does not contain all possible types of evidence digital evidence recovery. Many cases will not require the number of hours listed, but some cases may require significantly more.

Through our experience over many studies we have found that a competent technician can efficiently work an average of 18 to 24 digital evidence cases a month.

MEU Staffing

Position	Methodology	Curr. FTEs	Rec. FTEs
Supervisor	**Span of Control** Supervisor position, scales based on the number of direct reports, at a rate of 1 for every 6 to 9 FTEs.	1	1
CSIU Techs	**Workload-based** Caseload-driven staffing needs using time estimates for the investigative workload involved in each case.	4	4

(10) SVRCFL (Silicon Valley Regional Computer Forensic Lab)

SVRCFL is a multi-agency lab and as such workload measures for individual positions are not attributable to independent agencies.

(11) Quality Assurance

The Quality Assurance Section ensures compliance with accreditation standards and laboratory policies. This requires record keeping, certification and monitoring.

QA Staffing

Position	Methodology	Curr. FTEs	Rec. FTEs
Sup. Crim. III	**Unique/Non-scalable** Required position	1	1

15. Special Investigations Division

The Special Investigations Division (SID) is assessed in the following section.

(1) Unit Overview and Analytical Framework

The Special Investigations Division provides an eclectic group of investigative, internal support, regional efforts, and security-based services for the SFPD. These include:

- The Northern California Regional Intelligence Center (NCRIC)

- The Arson Task Force
- The US Marshall's Task Force
- The Mayor's Security Unit
- The Technical Services Unit
- Administration and Main Office support

In sum, SID provides a variety of supporting services designed to service internal customers, support regional initiatives, and provide security to the Mayor's Office.

(2) Staffing Analysis Methodology

Because SID supporting services are largely policy and executive-level decision driven, there are no key metrics by which a staffing plan can be devised. The size and composition of these units is driven by various factors including Mayor's requests, inter-agency requests for support, Chief's Office directives, and other specialized requirements.

Because staffing for these kinds of units, which entails approximately 30 staff of which nearly half are dedicated to Mayor's Security or specialized/confidential investigations promulgated by the Chief's Office, the staffing contingent is considered as a non-scaling methodology, whereby the number of staff required is selected based on key decision-makers, not by some metric-driven analyses. As a consequence, the size of such units could be modest or very large, dependent upon the strategic initiatives undertaken based on perceived needs.

By example, the NCRIC is presently staffed with two people dedicated to supporting regional intelligence to the benefit of all Northern California law enforcement agencies. Given San Francisco is one of the largest municipalities in the region, such resource allocation might be perceived as underwhelming.

(3) Results of the Analysis

The results of the non-scaling analysis reflect that the existing staffing level in SID of 32 total personnel in various job classifications is adequate, excluding the possible inclusion of an overseeing Captain, unless perceived by decision-makers otherwise.

(4) Summary of Staffing

The following table summarizes the methodologies used for the Special Investigations Division and resulting outcomes.

Special Investigations Division

Position	Methodology	Curr. FTEs	Rec. FTEs
Captain	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit.	0	1
Lieutenant	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit, but larger units have multiple lieutenants.	1	1
Sergeant	**Unique/Non-scalable** Specialized assignments often driven by external factors (e.g. Mayor’s Office)	15	15
Officer	**Unique/Non-scalable** Specialized assignments often driven by external factors (e.g. Mayor’s Office)	14	14
960 Employee	**Unique/Non-scalable** Based on special unit support requirements.	1	1
PSA/Clerk	**Ratio-based** 1 position for every 2 Platoons	1	1

5. Special Operations Bureau

1. Overview of Key Considerations in Special Operations Staffing Needs

The following illustrate certain methodological approaches used in determining staffing needs for Special Operations.

(1) Core Workloads for Special Operations

Core workloads for functional units within Special Operations is different dependent upon a number of variables. Key workload variables influencing Special Operations include, but are not limited to the following:

- **Community-generated Calls for Service (CFS):** Reflects certain specific call types that would be responded to by specialized units. As an example, traffic collisions for Motors or Prowler for a K9 Unit.

- **Volume of Clientele:** The actual number of citizenry served falling within specific pre-defined categories. This can include number of riders on the transit system, number of customers boarding and alighting at stops, etc.

- **Location of Clientele:** The actual geographic location in which service clientele are located. This can be crime victims within a certain radius of a specific location, such as a bus stop, which would require an extrapolation that such victims were likely riders of the transit system.

- **Service-level Expectations:** This can be multi-faceted, ranging from community expectations, City Council expectations, or expectations to provide high-risk services at the highest level of officer safety.

(2) Other Workload Considerations

The staffing needs of other types of positions may scale based on span of control (such as supervisors); are unique or otherwise non-scaling (e.g., an executive); or are driven by other factors such as contractual requirements.

2. Administration

The executive level oversight of the Special Operations Bureau is displayed in the following table:

Special Operations Bureau

Position	Methodology	Curr. FTEs	Rec. FTEs
Deputy Chief	**Unique/Non-scalable** Executive Manager position, does not scale based on the size of the unit.	1	1
Ex. Sec. II	**Unique/Non-scalable** Confidential support services to executives	1	1

3. Municipal Transportation Agency (SFMTA)

(1) Unit Overview and Analytical Framework

The San Francisco Municipal Transportation Agency (SFMTA) is a department of the City and County of San Francisco responsible for the management of all ground transportation in the city. The SFMTA has oversight over the Municipal Railway (Muni) public transit, as well as bicycling, paratransit, parking, traffic, walking, and taxis. Moreover, the SFMTA has several garages and parking lots requiring patrol as well as shared services at BART/Muni Station and bus shelters. The SFMTA aggregated multiple San Francisco city agencies in 1999, including the Department of Parking and Traffic, Muni, and since 2007, the Taxi Commission.

The SFMTA is governed by a Board of Directors who are appointed by the Mayor and confirmed by the San Francisco Board of Supervisors. The SFMTA Board provides policy oversight, including budgetary approval, and changes of fares, fees, and fines, ensuring representation of the public interest.

One (1) Lieutenant, three (3) sergeants and 18 SFPD officers are deployed in three different teams over the course of a week. These positions are directly paid for by the Municipal Transportation Agency.

The following groups are under the command of the SFPD Traffic Company Commander, and operate in close coordination with SFMTA's Security, Investigations & Enforcement Section.

- ***Muni Response Team* (MRT):** a uniformed presence in the transit system, assists with transit enforcement and special events.

- ***Muni Task Force* (MTF):** Plain clothes investigative services specific to criminal activity in the transit system. This includes both proactive and reactive investigative efforts.

- ***MTA K-9 Unit**:* Explosive threat assessment and detection on the transit system.

(2) Metrics and Staffing Analysis - SFMTA

The following sub-sections represent the appropriate metrics and staffing targets for SFPD's MTA as they are presently deployed.

(2.1) Metrics Overview for the SFMTA

The SFMTA Work Order is the driving "metric" for SFPD deployment. In effect, the Municipal Transportation Agency is acting as customer and paying for service through inter-Department financing.

MTA has location-specific victims and offenders, primarily within transit transportation (e.g. buses) or at pick-up locales (e.g. bus stop). In effect, SFPD is providing service to unique areas similar to Foot beats, TJPA, etc., instead of exclusively using "beat officers" to respond to calls for service.

Whereas staffing could potentially be based on calls for service or incident-based, this is not practical (in part because such data is not readily tracked); SFMTA officers' mission is largely preventive visibility as opposed to response-orientation unlike SFPD Patrol which largely provides a proactive and visible presence *as well as* reactive responses.

Other metrics, such as transit miles to determine law enforcement staffing needs are not reflective of the baseline community requiring services. The transit population served can flex dramatically irrespective of the size of the transportation network.

Transit organizations generally devise performance metrics around financial outcomes and ridership. As such, a ridership-based staffing plan is relevant. A derivative of the "officers-per-thousand" model widely discussed in law enforcement circles is the most practical methodological approach.

Staff modeling can be relevantly based on officers per ridership. To that end, the following graphic shows the number of dedicated sworn positions to "transit police" for a variety of larger transit systems throughout the nation providing typically bus and light rail services.

Dedicated Sworn Staffing Per 10 Million Ridership

As demonstrated by the data, the SFMTA has, by a wide margin, the smallest dedicated police force of all agencies listed. For further comparative purposes, the following averages are shown:

- Average staffing for all agencies in the graph is 8.3 sworn per 10 million ridership
- The overall average is nearly a ten-fold increase over existing SFPD MTA deployment.

(2.2) Workload Metrics

Because staffing levels in units such as the SFMTA can flex tremendously, generally speaking they can be devised based around the proportions noted. Using the data above, a framework can be developed surrounding a total sworn staff contingent based on ridership metrics.

(2.3) Staffing Analysis Methodology

Based on the aforementioned approach, the following table reflects the possible size of a of the SFMTA based upon sworn-to-ridership ratios. Whereas data suggest the possible staffing range can be broad, the project team has chosen to provide limits on the staffing based on the lower proportional ranges.

SFMTA Total Sworn Staffing Analysis

Sworn-to-100K Ridership	# of Sworn Staff
.01 (current)	18
.02	42
.03	64
.04	88

As shown above, the overall sworn staff contingent of the SFMTA changes widely based on increasing presence based on transit ridership figures. It should be noted this is for the entire sworn contingent which would be broken into four distinct groups, three of which were mentioned previously: MRT, MTF, K-9 and management/supervision.

(2.4) Muni Response Team Analysis and Result

The Muni Response Team (MRT) composed of one sergeant and eight officers who work Monday – Friday to provide a uniformed presence and oversight on municipal bus and train lines to include ridership and bus station patrol. This function is similar to many other transportation law enforcement services provided by national counterparts, whether dedicated transit police or operation similar to SFPD.

Based on the data above, and constructing a staffing model whereby approximately 80% of total sworn are dedicated to the MRT component, the following table is shown.

MRT Officer Staffing Based on 80% of Total Sworn Staffing Contingent

Sworn Per 100K Ridership	# of Officers Needed
.01	14
.02	34
.03	51
.04	70

In sum, for modeling, approximately 80% of sworn are uniformed presence while the remaining are proactive / reactive investigations & supervision / management.

(2.5) Muni Task Force Analysis and Result

The Muni Task Force (MTF) is composed of one sergeant and six officers who provide plain clothes investigative and proactive enforcement efforts on MTA lines. Staff investigates crimes occurring on lines and at transit stations (bus/rail) and performs undercover enforcement activities including pick-pocket prevention and other proactive efforts.

The MTF is proportionally similar to the MRT in its current incarnation. However, as stipulated throughout many of the SFPD staffing reports, proactive, and particularly undercover units, typically represent a much smaller proportion of the staff contingent. Based on this philosophy and the data above, and constructing a staffing model whereby approximately 10% of total sworn are dedicated to the MTF component, the following table is shown.

MTF Officer Staffing Based on 10% of Total Sworn Staffing Contingent

Sworn-to-100K Ridership	# of Officers Needed
.01	2
.02	4
.03	6
.04	9

Alternatively, such proactive units could go up to 20% of the officer contingent, and thus the above numbers would approximately double.

(2.6) Staffing Analysis Methodology – Supporting Personnel

Based on the analytical frameworks noted, the SFMTA would be supported by management, supervision, and administrative support generally consistent with SFPD's "platoon" philosophy.

- One supervising Lieutenant per platoon (up to 32 officers)
- One supervising sergeant per squad (up to 8 officers)
- One Police Services Assistant, or Clerk, per 2 platoons.

(2.7) Muni K9

Due to the strong suggestion for centralization of SFPD K9 services, this staffing analysis will be discussed in another section. If dedicated assignment is desired, current staffing of four (4) officers is reasonable.

(3) Re-organization of Transit-Related Functions

Beyond Muni K9, consideration should be given to centralizing all transit-related enforcement (i.e., SFMTA and TJPA) under one organizational umbrella. Organizing executive and managerial oversight around common functions is consistent with effective organizational practice which attempts to align functionality within the agency. It is for this reason that patrol-related services as one example, and investigative services as another example, are often grouped under independent but cooperative divisions, bureaus, etc. Similarly, given the transit emphasis of these operations, common executive and managerial oversight can prove beneficial.

(4) Summary of Staffing

The following table summarizes the methodologies used for the SFMTA and resulting outcomes.

SFMTA

Position	Methodology	Curr. FTEs	Rec. FTEs
Commander	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit.	1	1
Lieutenant	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit, but larger units have multiple lieutenants.	1	2
Sergeant	**Span of control** Supervisor position, scales based on the number of special detail direct reports, at a rate of 1 for every 7-9 FTEs.	3	7
Officer	**Ratio-based** Staffing based on ridership and proportional distribution among MTF and MRT assignment types	18	57
PSA/Clerk	**Ratio-based** 1 position for every 2 Platoons	1	2

Recommendation: Centralize all SFPD transit-related enforcement efforts, to include SFMTA and TJPA under one Bureau.

4. Traffic Company – Motors

(1) Unit Overview and Analytical Framework

SFPD has a Captain overseeing the management and operation of a centralized traffic enforcement detail (Motors or SOLO). Enforcement efforts and traffic collision (TCIU) form the bulk of duties and responsibilities to moving violation enforcement, major traffic collision response, and numerous special event participation (motorcade, etc.).

The Traffic Company has fluctuated in size over many years to a great degree. Currently 44 officers, 5 sergeants, 2 lieutenants and a clerk typist provide operational support.

(2) Metrics and Staffing Analysis - Traffic

The determination of how Motors wish to spend proactive time (e.g. enforcement) versus reactive time (e.g. CFS collisions, motorcades, etc.), and the magnitude of such fluctuating work, in part drives staffing. Mostly, the size of a Traffic Unit is contingent upon policy direction based on community desired efforts.

(2.1) Metrics Overview for Traffic

The overarching and primary mission of traffic enforcement is reducing the occurrence of death and injury related to vehicular collisions. To that end, minimizing both fatal and injury accidents should be a core business responsibility of any law enforcement agency intent on preserving life and property. This type of mission requires the expenditure of enforcement time (e.g. ticket generation) on proactive efforts. Reactive efforts, such as after-the-fact collision investigation, motorcade support, calls-for-service back-up, etc., and other dedicated duties not linked to enforcement efforts impact the ability to control traffic and the related collisions.

(2.2) Reactive Time

While the various type of reactive efforts performed by Motors cannot be fully calculated, one key area of service is readily available. The following table shows the number of collision calls for service—both injury and non-injury—that a Traffic Unit could respond to. This reflects workload by hour of day and day of week.

2018 Traffic Collision Calls for Service by Hour and Weekday

Hour	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Total
12am	21	9	5	12	19	15	24	**105**
1am	28	9	8	10	15	14	26	**110**
2am	28	9	9	4	8	13	30	**101**
3am	19	9	4	4	1	8	16	**61**
4am	11	5	8	7	6	8	8	**53**
5am	7	14	17	8	13	8	9	**76**
6am	3	16	19	11	12	15	7	**83**
7am	8	24	31	27	26	29	18	**163**
8am	5	34	38	51	39	28	13	**208**
9am	21	25	32	39	24	25	15	**181**
10am	20	27	38	30	27	30	22	**194**
11am	22	23	35	36	33	31	21	**201**
12pm	28	30	22	26	30	29	24	**189**
1pm	25	30	35	18	22	37	28	**195**
2pm	25	30	40	24	30	29	17	**195**
3pm	20	34	41	40	29	34	30	**228**
4pm	31	26	33	31	52	35	31	**239**
5pm	34	51	48	51	45	45	25	**299**
6pm	37	40	40	47	39	46	45	**294**
7pm	29	30	32	40	34	41	28	**234**
8pm	20	25	28	31	24	36	22	**186**
9pm	21	28	32	28	25	30	31	**195**
10pm	20	23	25	27	23	22	23	**163**
11pm	15	11	18	14	21	17	28	**124**
Total	498	562	638	616	597	625	541	4,077

As shown by the table above, over 4,000 collisions occurred in San Francisco in 2018, and while Traffic Units did not respond to all of these, (particularly in early morning hours), this does reflect a magnitude of potential effort upon which to build a Motor Unit. Particularly noteworthy, each call averaged nearly 90 minutes handling time resulting in approximately 4 full-time equivalents worth of work effort to handle traffic collision efforts in the field.

In addition to the above, motorcade support happens frequently for SFPD. This is currently not quantified but does reflect a substantive effort on the part of the Traffic operation. In sum, reactive time is dedicated to:

- Reactive time dedicated to motorcades
- Reactive time dedicated to calls for service response (collisions)
- Reactive time dedicated to officer calls for service back-up
- Reactive time dedicated to traffic fatality and other investigations

(2.3) Proactive Time

Proactive efforts are nearly exclusively dedicated to various traffic enforcement efforts resulting in citation or warnings. In order to facilitate San Francisco's "Vision Zero," the SFPD must be a key partner, through enforcement efforts, in this zero traffic deaths endeavor. This ultimately requires sufficient proactive enforcement efforts, as evidenced by ticketing, to reach this goal.

Traffic enforcement should become part of the problem-oriented policing philosophy framed by San Francisco's expectations for these kinds of services. Ultimately the degree to which the City wishes to enforce traffic laws, thereby impacting collision frequency, will help dictate the level of Motor staffing which should be deployed. This is both a fiscal and service-level decision. In effect, it requires determining and quantifying the desired amount of time dedicated to:

- Proactive time dedicated to traffic enforcement efforts (citations, warnings)
- Proactive time dedicated to citizen outreach efforts (good driver "reward tickets")

(2.4) Workload Metrics

There are two key workload considerations with respect to a Motors operation that will ultimately drive the desired staffing levels:

- How much time annually (total hours) does SFPD and the community wish Motors to spend on proactive initiatives?
- Once total hours of proactivity are selected, what percentage of the Motor Units' annual time do these proactive hours represent?

As noted earlier in this report, Patrol Services has varied proactive time available, with a recommendation for a minimum of 30%. Given a Motor Unit is ultimately designed to be a proactive unit, this 30% proactive target should be considered a minimum, with up to a 60% proactive target to conduct effective proactive activities designed to execute the City's Vision Zero plan.

(2.5) Staffing Analysis Methodology

The following table shows the number of Motor Officer positions needed to dedicate efforts to proactive traffic enforcement based upon the two metrics previously discussed.

The table is based on the assumption officer will have a net availability of 1,760 hours per officer per year available, while dedicating 20% of their available time to administrative workloads. The table's outcome, showing a range of 30% proactive time to 60% proactive time for the Motors Unit, illustrates the total (reasonably sized) staffing contingent needed to perform both proactive and the remaining reactive efforts (totaling 100% of time).

# of Officers Needed in Traffic Company to Reach Targeted Levels of Hours and Proactive Time

Proactive Enforcement Hours/YR	30% Proactive	40% Proactive	50% Proactive	60% Proactive
20,000	38			
30,000	**57**	**43**	34	
40,000		**57**	**45**	38
50,000			**57**	**47**

The staffing table shows that the number of traffic officers needed can vary widely proactive service-level desires. By example, the Motor Officer staffing outcome of the table for 50% proactive time, representing 40,000 hours of proactive work is as follows:

- Of 1,760 annual hours available to work, for each Motor Officer, 880 hours (50%) is calculated for proactive time.
- Of 1,760 hours available, an estimated 528 hours (30%) will be spent in reactive time.
- Of 1,760 hours available, an estimated 352 hours (20%) will be spent in reactive time.
- Based on a desire for 40,000 annual work hours dedicated to Proactive activities, 45 Motor Officers are required.

Clearly, the above illustration changes dependent upon the numerous variables that can be altered (e.g. available time, proactive desires, etc.). Based on existing deployment and reasonable Traffic Company coverage, the suggested SFPD Motor Officer deployment is shown in the above table in the shaded/bolded cells.

(2.6) Staffing Analysis Methodology for Supporting Personnel

Based on the analytical frameworks noted, the Traffic Company would be supported by management, supervision, and administrative support generally consistent with SFPD's "platoon" philosophy.

- One supervising Captain
- One supervising Lieutenant per platoon (up to 32 officers)
- One supervising sergeant per squad (up to 8 officers)
- One Police Services Assistant, or Clerk, per 2 platoons.

(3) Summary of Staffing

The following table summarizes the methodologies used for the Traffic Company and resulting outcomes.

Traffic Company

Position	Methodology	Curr. FTEs	Rec. FTEs
Captain	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit.	1	1
Lieutenant	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit, but larger units have multiple lieutenants.	2	2
Sergeant	**Span of control** Supervisor position, scales based on the number of special detail direct reports, at a rate of 1 for every 7-9 FTEs.	5	6
Officer	**Workload-based** Staffing based on proactive time and percentage desired for Motors.	44	45
PSA/Clerk	**Ratio-based** 1 position for every 2 Platoons	1	1

5. Special Weapons and Tactics (SWAT)

The SWAT and EOD narratives begin a series of sections where staffing levels are based on metrics related to such things as officer safety, policy directive, executive direction, etc. In effect, many of these are qualitatively based staffing decisions as opposed to quantitatively based decisions, though there are exceptions.

(1) Unit Overview and Analytical Framework

SWAT provides a variety of tactical-related and other support services to Department with primary duty High Risk search and arrest warrants. SWAT deploys in four teams of approximately one sergeant and seven officers in size and operates 7-day per week 10am-8pm. SWAT performs high risk warrants and conducts specialized efforts to include tactical response (barricaded suspect); saturation in shooting / homicide incident; mass-arrest event support; under-cover incident support; and academy training. SWAT is supported by several dozen “Specialists” who are officers, etc. assigned in Patrol and Investigations to provide SWAT support, on call-in, RE: perimeter support, sniper, hostage.

(2) Metrics and Staffing Analysis

Beyond the size of a SWAT tactical team based on National Tactical Officer Association (NTOA) guidelines, the total number of personnel dedicated to SWAT is a policy decision. In effect, the number of teams deployed, as opposed to size, are a function of the number of simultaneous tactical call-outs the agency is prepared to respond to, the ability to rapidly gain assistance from other inter-agency SWAT operations (San Francisco does not have timely access to such mutual aid SWAT operations given the location, traffic patterns, etc.), the level of on-duty (as opposed to call-out) coverage, and the frequency in which activities such as high-risk warrant services are provided.

Tactical callouts should range from 14-16 personnel for an entry team composed of 2 supervisors and 12-14 officers. This is generally two teams which could be split (e.g. 1 sergeant and 7 officers) to accomplish various warrant services dependent upon facility, locale and risk assessment.

The staffing level of SWAT should be predicated on the number of teams the City wishes to deploy of each kind of functional unit. Team size, based on various guidelines, should be 1 sergeant and 7 officers. Currently there are four SWAT teams.

The following table show the number of staff needed dependent upon the number of teams deployed. Reiterating, the number of teams is predicated on the level of warrant service desired, the amount of coverage during the week, and the rapidity in which a tactical response is desired.

Number of SWAT Staff Needed Based on Number of Teams Desired

# of Teams	Officers	Sergeants	Total
3	21	3	**24**
4	28	4	**32**
5	35	5	**40**
6	42	6	**48**

One lieutenant can be used to manage the above team sizes ranging from 3-6 teams.

(3) Summary of Staffing

The following table summarizes the methodologies used for SWAT and resulting outcomes:

SWAT

Position	Methodology	Curr. FTEs	Rec. FTEs
Captain	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit. Covers SWAT and other special units herein.	1	1
Lieutenant	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit, but larger units have multiple lieutenants.	2	2
Sergeant	**Span of control** Supervisor position, scales based on the number of SWAT Teams deployed.	4	4
Officer	**Non-scaling** Team size is determined by officer-safety protocols and the required minimum staffing per SWAT Team.	27	28
PSA/Clerk	**Ratio-based** 1 position for every 2 Platoons	1	1

6. Explosive Ordinance Disposal (EOD Unit)

(1) Unit Overview and Analytical Framework

EOD provides explosive and ordinance identification, removal and detonation. The specialty trained staff of two sergeants and seven officers is on-call 24/7 though operates Monday-Sunday on an 8-hour shift.

(2) Metrics and Staffing Analysis – EOD

Similar to SWAT, the deployment of a dedicated EOD is a policy decision. Moreover, according to the NTOA, tactical operations, when called for, should be integrated between EOD and SWAT (Section 3.1.6.2). Consequently, managerial supervision should ideally be the same.

The EOD (bomb squad) can be full or part-time based on SFPD directives and City desires.

(3) Workload Metrics for EOD

Tactical callouts are a team equivalent to SWAT: 1 sergeant and up to seven officers. The EOD (bomb squad) can be full or part-time based on SFPD directives and City desires. Generally, one team is of sufficient size for most metropolitan areas.

The following table shows staffing requirements for both one and two-team approaches:

EOD Staff Needed Based on Number of Teams Desired

# of Teams	Officers	Sergeants	Total
1	7	1	8
2	14	2	16

One lieutenant is sufficient to manage both the EOD and SWAT teams.

(3) Summary of Staffing

The following table summarizes the methodologies used for EOD and resulting outcomes.

EOD

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Unique/Non-scalable** Shared with SWAT and K9. Executive position.	–	–
Sergeant	**Span of control** Supervisor position, scales based on the number of EOD Teams deployed.	2	1
Officer	**Fixed** Based on officer-safety protocols per EOD.	7	7

7. Canine - Citywide

(2) Canine Metrics and Best Practices

Baltimore, Maryland was the first City to successfully implement a K9 Program in the late 1950s. Since that time, thousands of municipalities throughout the nation have devised K9 programs to provide key support services. The Canine Unit adds additional abilities to SFPD that cannot be replaced by additional officers or equipment, enhancing officer safety by applying the canine to track and locate suspects in conditions where normal searches would be higher risk. Additionally, canines are able to detect narcotics and other contraband in secret areas that makes searches more efficient and more successful. Moreover, in City's potentially exposed to WMD opportunities given their high profile, geographic locale, etc., use of bomb dogs is considered best practice.

There is no widely accepted formula for the deployment size of a K9 Unit. Moreover, how the Unit is deployed is also subject to debate.

(2.1) Workload Metrics

In large agencies, the total K9 contingent should be based on a fixed-staffing formula derived from a number of service level variables resulting in, ultimately, a total number of annual service hours for total K9 deployment. Once this total is devised, K9 resources, if desired, can be parsed out to specialized units (e.g., a Narcotics Unit**,** etc.).

(2.2) Staffing Analysis Methodology and Result

Based on the aforementioned approach, the following table reflects the possible size of a K9 Team based upon the fixed-staffing model.

Hours Desired for K9 City Support Services

Category	Quantity	Metric Type
Number of Patrol Divisions	2	Unit
# Officers (Teams) per Division	2	Unit
# Days Coverage per Week	7	Days
# Hours Coverage per Day	20	Hours
# Coverage Hours / Yr. / Team	7,280	Formula
# Coverage Hrs. / Yr. All Teams	29,120	Formula
Net Annual Officer Availability	1,568	Variable
Overtime Requirement Provision	20,480	70%
Total Citywide Teams Needed	**18.6 (19)**	**Result**

Based on span of control, 3 sergeants would supervise the 19 K9 Officers (ratio of 1-to-6). The above numbers do not include the K9s deployed at the airport.

(3) Summary of Staffing

The following table summarizes the methodologies used for K9 and resulting outcomes:

K9 (Citywide)

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Unique/Non-scalable** Shared with SWAT and EOD.	–	–
Sergeant	**Span of control** Supervisor position, scales based on the number of special detail direct reports, at a rate of approximately 1 for every 7-9 FTEs.	1	3
Officer	**Fixed coverage** Based on hours and targeted hours of coverage.	6	19

(4) Re-organization of K9 Functions

Canine units are divided throughout SFPD based on locale and/or funding mechanism (MTA). Full centralization of K9 support for the entire agency can be explored in order to ensure effective service provision citywide for such a highly specialized unit. Different budgetary models should not preclude centralization as basic software can track cost allocation. The experience of our project team suggests that full centralization of a law enforcement's K9 Unit leads to economies of scale and consistent management and utilization. Fundamentally, centralized command and control of a K9 unit would benefit from consistent training approaches, rapid coverage in the event of major event or disaster, etc.

Recommendation: Centralize all K9 functions under one operational company, excluding the Airport Bureau K9 unit. In the event SFPD does not wish centralization, the same staffing model can be used per specialized unit.

8. Mounted, Honda, and Marine Units

(1) Units Overview and Analytical Framework

The Mounted, Honda, and Marine Unit are all specialized units with unique deployment needs and specialized service approaches. The Mounted Unit (equine) is a legislative directive and was voter approved, thus is existence is mandated (though not its size). The Honda Unit is a specialized motorcycle unit on "dirt bikes" performing various proactive functions. It is quite unique in the nation with few counterparts in the United States. The Marine Unit patrol SF Bay waterways and has the ability to fluctuate in size widely.

(2) Staffing Analysis Methodology

Given all three units are fundamentally based on policy and/or executive directives, determining a staffing size for each function through quantitative means is not practical.

With regard to the Marine Unit, it too has unique functions that can be expanded or contracted based on policy directive. This can include the potential for extended boater safety contact, additional national security-related inspections, more or less interface with the Coast Guard and other Bay Area marine patrol services, and the like. The missions chosen by the Marine Unit, therefore, will have a direct nexus to the staffing levels required.

As stipulated, staffing is contingent upon policy direct, executive directive, and ultimately funding levels, with the appropriate management, supervision and administrative support functions identified throughout these staffing reports.

(2.1) Workload Metrics

While staffing levels is a policy decision, a fixed post methodology similar to K9 services can serve to inform staffing patterns for these 3 specialized units.

(2.2) Staffing Analysis Methodology and Result

Based on the aforementioned approach, the following table reflects the possible size of Honda (2 different assignments/groups throughout City), Marine (1 assignment) and Mounted (1 assignment) based upon the fixed-staffing model.

Hours Desired for Other City Specialized Support Services

Category	Quantity	Metric Type
# of Assignments Covered	4	Unit
# of Teams per Assignment	1	Unit
# Officers per Team	5	Unit
# Days Coverage per Week	6	Days
# Hours Coverage per Day	10	Hours
# Cover Hrs. / Fixed Post Assignment	3,120	Formula
# Coverage Hrs. Required	62,400	Formula
Net Annual Officer Availability	1,760	Variable
Total Officers Needed (Citywide)	**35.5 (36)**	**–**

Based on a targeted span of control ratio of 1 per 7, it would require 5 sergeants to supervise the 36 officers.

(3) Summary of Staffing

The following table summarizes the methodologies used for these specialized units and resulting outcomes.

Honda, Marine, Mounted (Citywide)

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Unique/Non-scalable** Shared position.	1	1
Sergeant	**Span of control** Supervisor position, scales based on the number of Officers deployed.	7	5
Officer	**Fixed coverage** Based on hours and coverage desires as informed by policy	36	36

Position	Methodology	Curr. FTEs	Rec. FTEs
PSA/Clerk	**Ratio-based** 1 position for every 2 Platoons	1	1

9. Homeland Security, UASI, and DOC

(1) Unit Overview and Analytical Framework

Homeland Security, UASI and the Department Operations Center are all co-located in the same facility. These operations provide very specific support to SFPD to include working with regional partners, working with inter-department organizations (e.g. 911 dispatch), etc.

(2) Staffing Analysis Methodology

As suggested earlier in this report, several Special Operations Units will not have definitive quantitative factors that drive staffing decisions. Indeed, some units, such as the aforementioned, are largely qualitative decisions.

With respect to UASI and Homeland Security, these posts are based on a “non-scaling methodology” and are dependent upon the number of regional, state and federal agencies in which SFPD wishes to interface with as well as the order of magnitude and level of involvement in which SFPD wishes to participate (e.g. taking a regional leadership role as opposed to passive participation.).

The operation of these units are fundamentally based on policy and/or executive directives and determining a staffing size for each function through quantitative means is not practical. In the absence of new staffing directives from executive management, etc., existing staffing levels should be considered appropriate.

(3) Summary of Staffing

The following table summarizes the methodologies used for the following specialized units and the resulting outcomes:

Homeland Security, DOC and UASI

Position	Methodology	Curr. FTEs	Rec. FTEs
Captain	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit.	2	2
Lieutenant	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit, but larger units have multiple lieutenants.	2	2
Sergeant	**Unique/Non-scalable** Specialized assignments often driven by external factors (e.g. DOC temporary assignment).	4	5
Officer	**Unique/Non-scalable** Specialized assignments often driven by external factors.	26	26
Analyst	**Unique/Non-scalable** Based on special unit support requirements.	1	1
PSA	**Unique/Non-scalable** 1 Specialized assignments often driven by external factors.	7	7
Clerk	**Ratio-based** 1 position for every 2 Platoons	1	1

(3) Re-organization of DOC Functions

The DOC is an entity in transition, desiring to evolve into a "real time crime center." It functions, in part, as a way-station for injured personnel or those pending disciplinary review. It was devised because the City's 911 function could not accommodate the information sharing that the DOC provides (despite many national dispatch operations doing so). If this operation re-aligns such that it becomes a "real time crime center," there are several opportunities for civilianization. At issue, however, will be the re-location of existing injured/disciplinary staff.

Recommendation: Consider transitioning DOC information-sharing to the City's 911 operation, and evolving the DOC into a real time crime center. This will provide future opportunities for civilianization.

6. Administration Bureau

1. Administration

The Administration Bureau includes several divisions including the Fleet, Facilities, Training, Staff Services, and Crime Information Services. The Bureau is managed by a Deputy Chief, with support from a Sergeant.

Administration Bureau Administration

Position	Methodology	Curr. FTEs	Rec. FTEs
Deputy Chief	**Unique/Non-scalable** Executive/manager position; does not scale. Responsible for the Administration Bureau.	1	1
Sergeant	**Unique/Non-scalable** Manager position; does not scale. Supports the Deputy Chief over the Administration Bureau.	1	1

2. Fleet and Facilities

(1) Administration

The Fleet Division and Facilities Division are responsible for managing the department's physical assets. These divisions are overseen by a Captain.

Fleet and Facilities Administration

Position	Methodology	Curr. FTEs	Rec. FTEs
Captain	**Unique/Non-scalable** Executive/manager position; does not scale. Responsible for the Fleet and Facilities Divisions.	1	1

Although the Police Department has its own staff to monitor and record maintenance needs for its fleet and facilities, actual maintenance is performed by other City departments. In addition, both divisions have similar staffing arrangements in which they coordinate with line level staff that do not report to the Fleet and Facilities Divisions, but to their respective station or post assignments.

(2) Facilities

For the Facilities Division, the Building & Grounds Maintenance Superintendent and Maintenance Planner coordinate with 11 budgeted Facility Coordinators; however, only one of the Facility Coordinators reports directly to the Facilities Division, as the other 10 positions report to their respective command staff of the stations in which they are assigned. Altogether, the Division is responsible for maintaining 33 buildings used by the Police Department.

Facility Coordinators inspect and monitor police facilities for preventative and corrective maintenance needs and work with San Francisco Public Works and Real Estate to coordinate all maintenance work, in addition to a range of other activities necessary to manage the department's facilities and physical assets. Currently, there are 10 Facility Coordinators assigned to each of the 10 district stations, and the remaining 23 facilities have been supported primarily by the Building & Grounds Maintenance Superintendent and Maintenance Planner. An eleventh Facility Coordinator was added during the course of this study to assist the Building & Grounds Superintendent and Maintenance Planner in supporting the 23 other facilities not prior supported by a Facility Coordinator.

A ratio of one Facility Coordinator per district station is adequate to manage the asset management program for those facilities. Since the remaining 23 facilities are not as active as the 10 district stations, a Facility Coordinator has greater capacity to support multiple facilities.

We estimate that a ratio of one Facility Coordinator per four non-station facilities is adequate to manage the department's asset management program so that the Building & Grounds Superintendent and Maintenance Planner may focus on high level project management and planning for the department, as opposed to regular preventative and corrective maintenance monitoring. This ratio infers that six Facility Coordinators are needed to adequately support the non-station facilities. Altogether, we estimate that 16 total budgeted Facility Coordinators are required to support the Facilities Division.

Facility Positions

Position	Methodology	Curr. FTEs	Rec. FTEs
Building & Grounds Maintenance Superintendent	**Span of Control** Division manager, scales to size of the unit.	1	1
Maintenance Planner	**Span of control** Scales to number of direct reports for the division.	1	1
Facility Coordinator	**Ratio-based** Combination of two factors: • 1 Facility Coordinator per district station, for a total of 10 Facility Coordinators needed. • In addition, 1 Facility Coordinator per four non-district station facilities, amount to six Facility Coordinators *Identified staffing need of five additional Facility Coordinators.*	10	16

(3) Fleet

In the Fleet Division, the Fleet Manager and Auto Mechanic Supervisor coordinate with Vehicle Maintenance Officers (VMOs) who perform the functional work of the division. Although there are three Vehicle Maintenance Officers (VMO) reporting to Fleet, the other 10 VMOs are assigned and report to command staff at their district station assignments.

VMOs maintain DMV records, oversee the writing of vehicle and equipment specifications, direct the outfitting of marked and unmarked vehicles, transport vehicles to and from their assigned stations for maintenance and repair, and other administrative assignments aside from responding to service requests. Each of the 10 district stations are assigned a VMO, as are four outlying units including Investigations, Administration, Special Operations/TAC, and the Academy/Community Engagement Division.

At the time of this study, there are approximately 1,066 motor vehicles assigned throughout the department. Although there are currently 14 VMOs, these positions report to units that deploy only 652 of these vehicles, or about 61 percent of the entire vehicle fleet. The maintenance needs of the other 414 vehicles, or 39 percent of the fleet, is directly managed by the outlying units they're assigned without support from a VMO. This arrangement increases the risk of deferred maintenance negatively impacting the operability and longevity of motor vehicles not receiving their maintenance needs in a timely manner. At the time of this study, the volume of motor vehicles support by a VMO range from 29 to 117, in addition to a range of bicycles, based on the unit being supported.

For the vehicles that are unsupported, additional staffing should be added so that there is a VMO responsible for them. Based on existing vehicle caseloads, and given that some of the workload can be shared among the new positions since they are not directly assigned to a district station, a capacity of 150 vehicles per VMO is adopted.

Additional VMO Staffing Needs for Unsupported Vehicles

# of Unsupported Vehicles	414
# of Vehicles to be Assigned Per VMO	150
Additional FTEs Required	**3**

VMO staffing is considered as a ratio-based position with two components:

- One VMO per major station/unit where vehicles are assigned.
- Additionally, for the other outlying units where the remaining 39% of vehicles are not supported, additional positions should be added to cover the vehicles, using a ratio of 1 VMO per 150 vehicles.

Fleet

Position	Methodology	Curr. FTEs	Rec. FTEs
Fleet Manager	**Span of control** Scales to number of direct reports for the division.	1	1
Auto Mechanic Supervisor	**Span of control** Scales to number of direct reports for the division.	1	1
Vehicle Maintenance Officer	**Ratio-based** Combination of two factors: • 1 VMO per district station, for a total of 10 VMOs needed. • In addition, 1 VMO per 150 unsupported vehicles. *Identified staffing need of 3 additional VMOs.*	14	17

As mentioned previously, because facility coordinators do not report directly to the Facilities Division, their metrics are excluded in this section.

Recommendation: Although most of the VMOs are assigned to physically report to specific stations, the department should consider realigning the reporting structure so that all VMOs report directly to the Fleet Manager. This will consolidate span of control over this technical service line and improve the Fleet Manager's ability to more effectively manage the department's fleet support needs, and improve coordination with VMOs to support other stations as needed.

3. Training Division

(1) Administration

The following table provides staffing levels for the administration of the Training Division:

Training Division Administration

Position	Ratio	Curr. FTEs	Rec. FTEs
Captain	**Unique/Non-scalable** Executive/manager position, does not scale.	1	1
Secretary II	**Non-scalable** Support position, does not scale directly with workload.	1	1

(2) Basic Recruit Course

The Recruit Training Office (RTO) is responsible for running the training academy for all new sworn personnel and all related training/qualification activities, and report writing.

Multiple recruit courses are run each year, with the full basic recruit course for new recruits lasting 1240 hours, while the shorter course (i.e., academy class) for lateral hires is only 8 weeks. Last fiscal year, SFPD ran 4 basic recruit courses and 1 lateral course. At this time, 3 basic recruit courses are being run concurrently, with another scheduled to begin in March. By the end of this fiscal year, there will have been 4 basic recruit courses run.

The current POST-approved safety policy mandates one training officer per 25 recruits. Typically, SFPD assigns at least two training officers. However, with up to three academies occurring at a time, six officers are required when three run at once. As a result, the position is considered under a **ratio-based methodology**, and is set according to the maximum number of concurrent academies, multiplied by the POST ratio of 1 instructor per 25 recruits in the course.

Over the past five years, classes have been run with an average of 48.5 recruits, excluding lateral academies. Included within this number are typically around 5 additional recruits that are in the academy for the San Francisco Sheriff's Department or other agencies.

The Recruit Training Office (RTO) is organized with 1 lieutenant, 1 sergeant, and 6 officers, and is responsible for providing training in a number of core areas. These roles are distinct from EVOC and PT/DT, which are handled by other staff. Staff provide basic recruit course (academy) training. POST requirements for course certification call for 1 officer for every 25 recruits. With five officers, a total of 125 recruits can be supported. **It is important to note that these are the minimum requirements for POST certification, and do not necessarily represent best practices.** Additionally, multiple basic recruit courses are run concurrently, requiring additional time to administer, manage, and provide training than if the same number of recruits were in a single course. As a result, the staffing analysis uses a lower ratio of 1 officer for every 10 recruits. This will require an additional officer position to meet, as 55 recruits are currently budgeted for.

(2.1) Physical Training and Defensive Tactics

PT/DT (Physical Training/Defensive Tactics) manages the physical fitness testing program that all SFPD sworn personnel are required to qualify for twice yearly. The role includes a staffing contingent of 1 sergeant and 4 officers. In addition, a newly created civilian PT instructor position, but is not currently filled. Additional trainers are brought in for defensive tactics training as needed.

Defensive tactics training for trainees in the basic recruit course is one of the primary responsibilities of the unit. Standards for instructor-to-pupil ratios for most defensive tactics techniques are mandated in POST guidelines. In general, a 1:20 ratio is needed for defensive tactics classes. Handcuffing requires a 1:8 ratio, while certain techniques have much lower mandated ratios, such as the carotid restraint (1:1). Multiple instructors are present in a course, and the class is broken down and rotated through in order to handle the subjects requiring lower ratios, while the rest of the class reviews other techniques.

The unit is also responsible for incorporating and educating on updates to case law, which can present changes to the defensive tactics techniques and protocols trained for use by officers.

For in-service personnel, the unit provides continual professional training (CPT). Every two weeks, sworn personnel spend a week in training, which include a mix of both defensive tactics training and case law updates. The sergeant over the unit is responsible for updating and developing the curriculum, which is in part informed by use of force case studies and other priorities that are identified.

On the physical training component, the unit coordinates and administers the semiannual physical fitness exam for both recruits on in-service personnel. For recruits, the POST battery outlines five different tasks that must be completed successfully within a certain time fame. This includes a 1.5-mile run, 500-yard sprint, climbing over a six-foot wall and sprinting 50 yards, climbing over a six-foot fence and sprinting 50 yards, and completing an obstacle course. For in-service personnel, vacation time is awarded based on individual score. A certain score is not required to maintain certification, pay, or employment.

Staffing is set at a combined ratio for physical training and defensive tactics, relative to maximum recruit course size. Based on interviews conducted by the project team, as well as POST requirements for instructor-to-pupil ratios, the unit's staffing is sufficient for basic recruit course instructor and other responsibilities, such as case law updates, for the current size of recruit classes. If the basic recruit course classes were to become significantly larger, maintaining the required ratios would require additional staff.

Consequently, the staffing analysis uses a **ratio-based methodology** based on these considerations, at 1 sergeant (non-scaling), plus 4 instructors per 40 recruits in a basic recruit course – or rather, 1 officer per 12.5 recruits. Concurrent courses are run, but because they are staggered, the largest class size is used. Once class sizes reach 63, an additional officer position would automatically be needed.

(2.2) EVOC

EVOC (Emergency Vehicle Operator Course) is staffed by 1 sergeant and 2 officers, and provides mostly (but not exclusively) basic recruit course training. Additional instructors are brought in through collateral assignments. The current POST certification specifies a 1:4 student-to-instructor ratio.

The EVOC course itself is mandated by CA POST, and includes a wide range of basic, intermediate, and advanced driving techniques related to law enforcement vehicle operation 40 hours are mandated by POST for new recruits. Due to deficiencies identified in recent years with new recruits, as well as declining rates of successful completion of EVOC standards, this has been expanded to 84 hours. Instructors observed that many techniques related to driving in dense urban environments, such as parallel parking, vehicle maneuvering at low speeds, and others were lacking among younger recruits.

One element of the course is the precision maneuvers course (PMC) which includes a variety of techniques that must be completed within time limits (added to simulate higher-pressure environments), such as completing safe U-turns, forward and backward slalom, reverse parking in stalls, and T-turns. This part of the course is taught at Pier 96. In addition to the full-time instructors, a total of 15 part time instructors are used in the EVOC course training.

The current model is somewhat dependent on overtime, with instructors having to conduct a portion of the training outside of regular hours, i.e., extra recruit practice, remediation, and re-testing. Some in service training is done outside of regular hours to accommodate early starting mid-night units. Given the limit of 520 overtime hours per year, and the close instructor-to-pupil ratios necessary for providing the course, the staffing needs of EVOC are inherently tied to the size of the largest basic recruit class (since concurrent courses are staggered). Consequently, staffing could potentially be set using a **ratio-based methodology**. However, staffing needs fluctuate significantly based on the availability of instructors teaching the class in an ancillary capacity to their regular duty. As a result, an element of this position should be considered as non-scaling or selective.

(2.3) Report Writing

Report writing is taught at the basic recruit course by one sergeant position, who is assigned directly to that role. Unlike the other training staff, this role is exclusively focused on basic recruit course-level training, with the exception of FTO trainees having difficulty and requiring remedial training support. The role is unique, and does not scale unless the scope of the unit changes to include review and coordination of training priorities for in-service personnel.

(2.4) Basic Recruit Course Staffing

The following table summarizes the methodologies used for basic recruit course functions, as well as the range:

Recruit Training Office

Unit	Position	Ratio	Curr. FTEs	Rec. FTEs
Recruit Training Office	Lieutenant	**Unique/Non-scalable**	1	1
	Sergeant	Manager position and other unique roles; does not scale.	1	1
	Officer		1	1
	Officer	**Ratio-based** Scales based on current POST certification standards for a basic recruit course, at 1 officer for every 25 recruits in an academy class. This is then multiplied by the maximum number of basic recruit courses that occurred at one time over the past year. At a max of three academies each requiring at least two officers as per POST certification standards, 6 FTEs are currently needed. Over the past five years, non-lateral academy classes have averaged around 48.5 recruits at the start.	5	6
PT/DT	Sergeant	**Ratio-based** Part of the group of instructors for PT/DT classes, but considered separately given the additional roles of the position in developing curriculum, making updates to material based on case law changes, etc.	1	1
	Officer	**Ratio-based** Responsibilities include both basic recruit course and in-service training, but primary driver of staffing are POST-mandated ratios for defensive tactics classes. As a result, staffing ratio of **1 officer per 10 recruits** in a single basic recruit course class.	4	4
	PT Coordinator	**Ratio-based** Scales to size of the department, although 1 FTE is sufficient for as many as 2,500 personnel.	0	1

Unit	Position	Ratio	Curr. FTEs	Rec. FTEs
EVOC	Sergeant	**Ratio-based**	1	1
	Officer	EVOC instruction is completed by a mix of both the full-time positions listed here and instructors teaching the class as an ancillary duty. Staffing needs fluctuate based on instructor availability. As a result, the position could be considered as either ratio based or selective/non-scaling. Set based on the size of the largest basic recruit course running at a time, with POST certification standards mandating 1 officer for every per 4 recruits, rounded to the nearest whole number.	2	2
Report Writing	Sergeant	**Unique/non-scaling** The position scale if scope of the unit were changed to include in-service training in addition to training at the basic recruit course and FTO levels.	1	1
	960/Retiree	**Unique/non-scaling** Support position; does not scale directly.	1	1

(2) Range

The Range is managed by a captain and staffed by 9 officers, 7 of which are firearms instructors and 2 are specialized as armorers (who are also trained as firearms instructors). An additional 4 officers work out of the airport. Collectively, the 13 officers share the workload of supporting all sworn personnel in the department. The unit is responsible for managing and administering firearms training and qualification, which all sworn in the department must complete twice per year. Range staff also teach the initial rifle training courses for all personnel assigned rifles, host other agencies at the range (e.g., San Francisco Sheriff's Department).

Because the vast majority of their workload scales to firearms qualification and training duties, the larger the size of the department, the more workload there will be for the range unit. As a result, the staffing methodology used for Range personnel scales needs as a ratio of the number of sworn personnel in the department (as civilian-related workloads are minor). The ratio was developed by comparing rangemaster functions in other large metropolitan agencies. As a ratio to total sworn, the number of range personnel employed by SFPD is similar, although it is at the high end of the range.

The additional agencies that use the SFPD range, present an additional workload factor, however, and so staffing needs must be adjusted as a consequence of this. Staffing is set as a ratio of 1 FTE for every 200 sworn positions in the department, plus one additional FTE to account for support provided to outside agencies.

POST certification requirements mandate an instructor-to-recruit ratio of 1 to 3. For in-service firearms qualification and training, a ratio of 1 to 5 is required. Training is not conducted all at the same time for either group, and so staffing is based on the number needed to fulfill in-service training requirements. However, as academies are run, the workload of the unit fluctuates

Range

Position	Ratio	Curr. FTEs	Rec. FTEs
Sergeant	**Unique/non-scalable** Executive position, does not scale.	1	1
Officer	**Ratio-based** Scales based on the number of sworn personnel in the department, at 1 per 200 sworn FTEs. In addition to this, 1 FTE is added to account for support provided to outside agencies.	9	10

(3) Field Training Office

The Field Training Office manages and coordinates the department's FTO program. The unit's staffing is comprised of one lieutenant, one sergeant, one officer, and one civilian clerk typist position. The unit is responsible for the administrative coordination of the program, managing assignments, FTO trainer availability, evaluations, and teaching the following classes: 40 hours for certification, 24 hour re-certification classes for FTO/FTO sergeants, introduction to FTO for recruits, and the FTO preparation week. A key component of this is the review of DOR (daily observation report) evaluations, which comprise an average of approximately 30 per day with an additional 30 weekly supervisor reviews, each of which is estimated to take within the range of 16 to 34 minutes.

The unit also tracks FTO program graduates, who are classified as probationary officers for one year after FTO. Every month, the probationary officers have an appraisal completed, consisting of 8 pages and 6 categories. The Field Training Office estimates that each monthly appraisal takes approximately 30 minutes to review and file for compliance. There are currently 108 officers on probationary status.

At this time, there are 146 certified FTO trainers; however, only 113 are assigned to stations that are eligible to receive trainees. Currently, there are 28 trainees undergoing the FTO program, which constitutes a ratio of approximately 4 eligible trainers[18] for every trainee. This is expected to diminish somewhat with the next two academy classes graduating (estimated within the 20-30 range) as the current FTO class completed the program.

(3.1) FTO Staffing Methodology

Historically, there have often more trainees in the FTO program at one time than there are currently – sometimes as many as 90 or more. To accommodate the additional workload this involved, the unit was staffed with one additional officer than the unit is currently allocated. This creates a critical data point for use in developing staffing ratios, as the unit needed to grow to match the scale of the program.

- It is assumed that the unit's **lieutenant** and **sergeant** are non-scalable as supervisors, although they do assist with a portion of the work handled by officers. Staffing for officers can then be set relative to the number of FTO trainees.
- For **officers** assigned to the unit, Based on the estimated time needed to review DORs (16 to 34 minutes, although some of that work is shared) and additional station visit/ride-along duties, 1 officer is required for every 20 trainees in the program. Beyond that threshold, the workload can be assumed to exceed capacity, and an additional officer would be required.
- The **clerk typist** position has been listed as non-scalable/elective in order to be more flexibly adjusted.

(3.2) Field Training Staffing Summary

The following table provides a summary of the current staffing levels of the unit, as well as the factors used to determine needs:

[18] Refers to the 113 FTO trainers that are assigned to the stations permitted to have FTO trainees.

Field Training Office

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Unique/Non-scalable** Manager position, does not scale based on the size of the unit.	1	1
Sergeant	**Span of control** Supervisor position, scales based on the number of direct reports, at a rate of 1 for every 10 FTEs.	1	1
Officer	**Ratio-based** 1 position for every 20 trainees in the FTO program.	2	2
Clerk Typist	**Ratio-based** Support position, scales based on the number of positions supported.	1	1

(4) Professional Development Unit

The Professional Development Unit is comprised of three units, including the core PDU, the Institute of Criminal Investigation, and the Video Production Unit, all supervised under a Lieutenant. The core of PDU monitors and coordinates the ongoing in-service training needs of the department. This includes providing instruction to PSAs, in-service members, and recruit classes. The unit is administered through a supervising Sergeant, two Police Officers, and three Management Assistants. Staff responsibilities are assigned as follows:

- Officer 1 serves as the department's LGBT+ subject matter expert supporting the writing and updating of related policies, as well as supporting related training needs. This officer teachers multiple courses to in-service and recruit classes This position is non-scalable, assigned based on need, whose workload is not evaluated through simple performance measures.

- This includes scheduling of instructors. Also, tracking outside agency attendance and reimbursements. Communications with outside vendors (for training) to ensure all City policies and procedures are met. Coordinates with Fiscal and the City. Officer 2 is responsible for monitoring department-wide training compliance for POST certificates, including regular meetings and counseling with officers to ensure they're meeting their training obligations. This position is non-scalable due to the range of administrative tasks involved in managing this function.

- Management Assistant 1 is referred to as the advanced officer training manager. The incumbent monitors Advanced Officer Continuing Professional Training (ACPT) records for the entire department to ensure ongoing compliance. This position is non-scalable due to the range of administrative tasks involved in managing this function.

- Management Assistant 2 is referred to as the outside training manager. The incumbent reviews, approves, and processes all outside training requests for the entire department. This position is non-scalable due to the range of administrative tasks involved in managing this function.

- Management Assistant 3 is referred to as the internal training manager. The incumbent is responsible for processing billing for the unit, such as invoices for training courses set up and attended by department staff at the City College of San Francisco. The incumbent also monitors city mandated training requirements. Due to the ranging administrative work of the incumbent, this position is non-scalable. Creates course announcements, and creates course rosters. Create, update, populate and close each course session in HRMS and on the POST website.

Media Production Technicians in the Video Production Unit are responsible for producing digital media used in a range of trainings for the department, from academy training to ongoing in-service training. The work of a Media Production Technician is complex as staff must script productions, coordinate with subject matter experts and other stakeholders to verify script content, cast and coordinate with staff for productions, record the production, and then edit productions for release. Although hours are not currently tracked by staff and project, there is potential to use a workload-methodology to project future staffing needs. Staff should record the number of hours expended by staff per production to establish a baseline average of hours required per production. This data can be used to extrapolate for future staffing needs assessments should management seek to modify the output and demands of the VPU.

The last unit of the PDU is the Institute of Criminal Investigation, a regional POST training program. Pursuant to a contract with the State to administer this POST program, the current deployment of a Sergeant to run the Institute satisfies minimum staffing requirements. The incumbent is primarily serving as the Institute’s administrator responsible for managing the logistics to host this regional training event periodically throughout each year. Due to the contract requirement, this position is selective and non-scalable.

Professional Development Unit

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Unique/Non-scalable** Manager position, does not scale directly with workload or number of direct reports.	1	1
Sergeant	**Span of control** The first Sergeant is a manager position, scaling to the size of the unit, at a ratio of 1 FTE for every 10 direct reports.	1	1
Sergeant	**Selective** The second Sergeant over the ICI is considered as selectively staffed based on the department's objectives for administering the training program.	1	1
Officer	**Non-scalable** Workload not scalable, based on operational need.	2	2
Management Assistant	**Non-scalable** Workload not scalable, based on operational need.	3	3
Media Production Technician	**Non-scalable** Workload not scalable, based on operational need. There is opportunity for VPU to create a workload-based methodology should the unit begin tracking hours expended by staff per project.	3	3
960/Retiree	**Non-scalable** Does not scale with workload or other factors.	1	1

Recommendation: VPU should record hours expended by staff per project, establish a baseline average of hours required per production, and use this data for future staffing needs assessments.

(5) Field Tactics/Force Options

The Field Tactics/Force Options unit is comprised of two Sergeants, two Officers, a part-time retiree, managed by a Lieutenant. This unit is responsible for administrating all related field tactic and force options trainings. Staff are also responsible for conducting reviews of all officer-involved shootings (OIS), in-custody deaths (ICD), as well as other force related incidents as requested. Reviews result in written reports outlining observations and recommendations relating to changes that can be made to department policy and training. Work completed by staff are not captured by simple or measurable output variables, so these positions have been classified as non-scalable.

It is important to note that a Field Tactics/Force Options unit is not typical in other law enforcement agencies. We understand that the department plans to implement a "Serious Incident Review Board" that encapsulates the review functions of OIS and ICD cases, as well as other force incident reviews. Due to the pending reorganization and expansion of this review function, staffing is deemed selective based on future policy directive.

Field Tactics/Force Options

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Unique/Non-scaling** Manager position, does not scale directly.	1	1
Sergeant	**Selective/Non-scalable** Staffing can be scaled as deemed necessary by management as the review function is expanded and reorganized.	2	2
Officer	**Selective/Non-scalable** Staffing can be scaled as deemed necessary by management as the review function is expanded and reorganized.	1	1

4. Staff Services

(1) Division Overview

Staff Services includes a range of administrative functions including Staffing & Deployment, Personnel, Payroll, Backgrounds, Recruitment, Medical Liaison, and the Behavioral Science Unit.

- **Staffing & Deployment** is an administrative unit that performs a range of analytical support services to assist management in continually improving processes in the department.

- **Personnel** provides human resources support for the department in collaboration with City Human Resources, including processing the onboarding and termination of employees, and labor relations support.

- **Payroll** provides payroll support for the department, including the biweekly payroll processing, manual adjustments.

- **Backgrounds** manages and carries out background investigations for candidates seeking employment with the department, as well as vendors seeking to do business with the department.

- **Recruitment** performs various activities including conducting outreach in the community, administering workshops, and providing education services in order to assist the department in recruiting high numbers of quality applicants and candidates for the department.

- **Medical Liaison** reviews all health and medical claims of department staff, and serves as liaison and coordinator for a range of medical support services.

- **Behavioral Science Unit** coordinates a range of mental health services to support department staff by responding to critical incidents, consulting on disciplinary actions, and managing peer support programs to assist staff in managing stress, depression, and alcohol dependency.

(2) Staffing and Deployment

The Staffing and Deployment section is largely an administrative unit that performs organizational and operational analytics and manages personnel systems and rosters. The unit is overseen by a Lieutenant, and staff is comprised of two Sergeants, one Officer, and one Senior Administrative Analyst.

With the small size of this unit, and the unique analytical roles, the two Sergeants also share in regular workload as opposed to maintaining a large span of control. Due to the analytical and administrative services performed by these staff, these are unique roles whose workload does not scale based on specific measures, so they are classified as non-scalable for the time being.

Although these positions are non-scalable, we have identified the need for additional staffing based on alternative factors. Staff provided a spreadsheet outlining the various projects and tasks currently assigned to Staffing and Deployment. Currently, there are currently seven projects being worked on, while nine other projects remain in backlog uninitiated. These include significant assignments relating to DOJ recommendations, such as evaluating processes for background investigations, FTO performance, FTO exit interview, and other topics.

This is in addition to ongoing biweekly and monthly personnel reports (full duty report, vacancy report, race and gender report, 960/retired staff hours report, etc.), and periodic ad hoc requests for data and information. Due to the expanding roles of the Staffing and Deployment Unit, including the needs for completing regular management information reports as well as various analytical assignments, staff time has come constrained. This is further impacted by timelines for implementing DOJ recommendations, which involves additional workload for the unit. As a result, an additional analytical position should be added to the unit in order to manage these workloads and continue the expansion of analytical capabilities.

Potential exists for a workload-based methodology to be applied in the future to determine Staffing and Deployment Unit staffing. This will require monitoring and recording performance targets, such as estimated start and end dates for projects, logging hours worked on each projects, and strategies such as developing notes for why backlogs occur or why projects fall behind in schedule. From these data points, variable time metrics can be developed for use in future staffing analysis. Tracking time on a project-by-project basis may also aid in unit planning and objective setting.

Staffing and Deployment Unit

Position	Methodology	Curr. FTEs	Rec. FTEs
Lieutenant	**Span of Control** Unit manager, scales to size of unit.	1	1
Sergeant	**Non-scalable** Workload not scalable, based on operational need.	2	2
Officer	**Non-scalable** Workload not scalable, based on operational need.	1	1
Senior Administrative Analyst	**Selective** An additional analyst FTE is needed.	1	2

Recommendation: Staffing and Deployment should monitor and record performance targets, such as estimated start dates for projects, estimated end dates for projects, and notes for why backlogs occur, or why projects fall behind or take longer than anticipated to complete so that such variables may be used in future staffing analyses.

(3) Personnel

Personnel staff are responsible for administering a range of human resources related processes. Best practices from the Society for Human Resources Management for human resources staffing suggest that organizations employee 2.57 human resources FTE per 100 total FTE. Applied in SFPD, the optimal staffing ratio should be 11.5 human resource FTE. This also resonates with staff interviews indicating no significant operational performance issues exist.

Personnel

Position	Methodology	Curr. FTEs	Rec. FTEs
Human Resources Manager	**Unique/Non-scalable** Executive position in managerial role; does not directly scale.	1	1
Sr. Human Resources Analyst	**Ratio-based (Group)** Staffing needs are calculated in aggregate, using industry standards for HR support relative to organization size. Set at 2.5 staff per 100 FTE, in addition to a base of 1 FTE per station.	3	3
Human Resources Analyst		2	2
Personnel Clerk		1	1
Personnel Technician		2	2
Clerk		1	1
Senior Clerk		1	1
960/Retiree	**Non-scalable** Does not directly scale based on workload or other factors.	–	–

(4) Payroll

Payroll staff are responsible for processing the biweekly payroll and processing manual adjustments to time and payroll records. With seven payroll clerks, SFPD maintains approximately 2.4 payroll FTE per 1,000 department FTE, which is in line with similar peer jurisdictions that the project team has evaluated in the recent past. These include Austin (2.1 FTE per 1,000 FTE), Columbus (2.6 FTE per 1,000 FTE), and Fort Worth (2.3 FTE per 1,000 FTE). Given these considerations, a ratio of 2.5 payroll FTE per every 1,000 FTE in the department is set for the unit, which is equivalent to 1 per 400 FTE.

Additionally, the Clerk Typist provides administrative support and scales to the size of the unit and number of staff supported. Altogether, there are 10 full-time positions in Payroll including the Payroll Manager and Chief Payroll Clerk.

Payroll

Position	Methodology	Curr. FTEs	Rec. FTEs
Payroll Manager	**Unique/Non-scalable** Executive position; does not scale.	1	1
Chief Payroll Clerk	**Span of Control** Supervisory/lead position, scales to size of unit at 1 FTE per 9 reports.	1	1
Senior Payroll Clerk	**Ratio-based** Scales to total department staffing, at 1 per 400 FTE.	7	7
Clerk Typist	**Ratio-based** Scales to size of unit.	1	1

(5) Backgrounds

Background investigations of potential new hires are carried out by sworn officers, who are supplemented by part-time retired staff (960s) that perform the same work as permanent staff. The staffing ratio of cases per investigator referred to Backgrounds can be scaled to include retired staff serving this core role.

According to data provided by the Backgrounds unit, in 2018, there were 576 packages delivered to the unit of candidates ready to begin their background investigation process. With four full-time Officers, and 19 retired staff serving as investigators, this amounts to 23 background packages per investigator per year. It is important to note that caseload may vary from full-time Officers to part-time retired staff, and time commitments will be unique depending on each individual.

The Principal Clerk and Clerk Typist staff provide administrative support and are determined proportionally to the size of the unit, rather than being a function of direct workload metrics.

(5.1) Workload and Staffing Needs Under the Current Model

A workload-based staffing methodology was used for the Backgrounds Unit. The time needed to complete a thorough and comprehensive background investigation is highly comparable from agency to agency. The project team, which includes multiple analysts with extensive law enforcement experience, used this knowledge to provide an estimate of the time needed to complete a background assessment from start to finish, at a total of 40 hours.

In the past year, SFPD completed 576 background investigations. This equates to a total of 23,040 hours of workload per year. Assuming the 960/retired employees provide an average of 600 hours per individual each year, 19 will be able to cover about 11,400 of those hours. At 1,690 net available hours per full-time officer, approximately 7 full positions are needed in addition to the part-time 960 employees. The following table presents these calculations:

Background Investigations Staffing

# of Background Cases	576
Avg. Hours/Case	40 hours
Workload Hours	23,040 hours
Administrative Time	0%
Total Hours to Staff	**23,040 hours**
Avg. NA Hours/PT 960	600 hours
# of 960 Staff	19
Total PT 960 NA Hours	11,400 hours
Remaining Hours to Staff	**11,640 hours**
NA Hours/Full-Time Position	1,690 hours
Full-Time Positions Required *(in addition to 960s)*	**7**

This analysis demonstrates that a staffing level of three FTEs above the current level is required to handle workload, after accounting for the hours provided by 960/retired employees. This does not include the administrative support personnel assigned to the unit.

(5.2) Employee Classifications and Long-Term Priorities

There some concerns relating to the model of using 960/retired staff to conduct the investigations, however. The 960s do not work the same number of hours as one another, with some 960s working far more than others. Because no 960 works more than 0.5 FTE (40 hours over two weeks), they are not able to complete a typical background investigation in one week. As a result, they will generally either pick it up the next week, or pass it on to another 960, requiring some coordination.

However, there are also a number of advantages. With the unit historically occupied by sworn positions, the 960s have freed officer FTEs up to be assigned to areas where they are most needed. 960s are also a flexible resource, and their staffing levels can be more elastically scaled to actual needs as workload fluctuates over time.

Nonetheless, current information systems do not allow for a comprehensive examination of whether the part-time model leads to longer background investigations, rendering any such judgment speculative.

Outside of the considerations regarding the balance of full-time and part-time personnel, a transition to civilian background investigators in place of sworn investigators is underway, having been planned for multiple years. Over the long-term, the unit will replace a portion or all of the officers assigned to the unit with a new civilian classification (Background Investigator).This is a highly advantageous move, given that a civilian job market for specifically background investigators already exists, with many of the candidates already possessing experience conducting backgrounds for defense contractors, federal agencies, and other organizations that operate in high-security environments.

As a result, the time needed to develop a skilled background investigator upon hire/assignment to the unit can be reduced, in addition to the benefit of sworn personnel being freed up for other assignments that require their specific skillsets. This transition should be continued and maximized, and should work toward an eventual goal of fully civilianizing the unit at the line level. However, it is important to stress that the change does not replace either the sworn supervision component or the ability for 960/retired employees to assist with the workload.

(5.3) Information Systems

In order to measure the relative effectiveness of staffing decisions, the unit should prioritize the continued development of information management systems that allow caseloads, case progress, and time performance to be tracked. Given the intensely competitive market that exists currently for hiring new police recruits, the ability for the department to be able to conduct comprehensive backgrounds in a timely manner is a significant factor in the department's ability to recruit sufficient numbers of qualified candidates. As a result, the turnaround time for background investigations is a highly effective performance indicator, both at the individual employee level, as well as the unit overall.

Regular reporting of median background case turnaround times would be able to inform decision-making and aid in the identification of backlogs resulting from insufficient staffing resources. Analysis of these factors could also be used to quantitatively determine the relative effectiveness of full-time and part-time personnel roles, and whether coordination and case progress are impacted by the differences in work schedules.

The following table provides a summary of current staffing and the methodologies used in the analysis of CISU functions:

Backgrounds Unit

Position	Methodology	Curr. FTEs	Rec. FTEs
Sergeant	**Span of control** Staffing is set at a target ratio of 1 supervisor per 9 FTEs, excluding administrative support staff, with 950/Retirees weighted as 0.5 FTEs. This results in the need for one additional supervisor.	1	2
Officer	**Workload-based**	4	0
Background Investigator	Primary metrics are cases and time per case, with no additional administrative factor added.	0	6
960/Retiree	Two separate figures are provided in the staffing calculations, with 7 officers FTEs needed with 960 support retained, and 14 FTEs needed without 960 support.	19	19
Principal Clerk	**Selective/Non-scalable**	1	1
Clerk Typist	If backlogs develop and consistently grow, re-evaluate the position's staffing needs.	2	2

Recommendation: Further develop case management dashboards within the Backgrounds Unit, and report median background turnaround times to the department on a quarterly basis.

Recommendation: Continue implementing the planned long-term civilianization of full-time sworn positions within the Backgrounds Unit to civilian Background Investigators.

(6) Recruitment

Recruitment is overseen by a Sergeant and comprised of three officers, a part-time civilian recruiter, and a senior clerk. The sworn personnel and recruiter perform largely the same functions in coordinating outreach efforts to improve recruitment outcomes. Additionally, the senior clerk provides administrative support to the unit where specific workload measures are not applied. This position scales to the size of the unit and the number of positions supported.

Ultimately, the objective of a recruitment unit is to increase the number of candidates able to fill positions in the department that are vacant or anticipated to become vacant. If a department had zero vacancies and an extremely low rate of attrition, few if any staff would likely be needed to keep those positions filled. Conversely, a department with significant number of vacancies has a much greater need to fill, which requires a more robust approach to attracting new candidates.

Given these considerations, staffing for officers in this unit are determined using a ratio of staff to the sum of two variables:

- The number of sworn vacancies in the department.
- The three-year average total of sworn resignations, terminations, and retirements.

For instance, if there were 100 vacancies and an average attrition of 100 officers each year, the sum of the two variables is 200.

In order adequately address these needs, the staffing target is set at a ratio of 1 FTE per 50, using the sum of vacancies and average attrition (resignations, terminations, and retirements). This results in an additional position being needed to bring the total to four.

As attrition increases and vacancies increase, staffing needs scale upwards as a result. The three-year average, in contrast to using a single year, grants some stability (i.e., less dramatic year-to-year shifts in the unit), while still presenting the department with flexibility.

It is also important to highlight that the effectiveness of recruitment extends beyond staffing. Recruiting for law enforcement positions, particularly in recent years, is an especially competitive hiring market. Police departments face additional challenges that are rare in the private sector, including long hiring processes. Best practice recruiting operations utilize digital marketing effectively, including the use of geofencing for ad targeting, social media, geofencing, and SEO (search engine optimization).

At a broader level, the development of an overall recruitment strategy is critical to this effort. Departments must be successful in communicating their strengths, constructing a narrative of what it means to serve in law enforcement, and the organizational climate as a whole.

To accomplish all of these objectives and strategies in recruiting, external assistance is vital. Marketing and digital advertising are not core skillsets of police departments. Firms that specialize in digital marketing and recruitment – even specifically for law enforcement agencies – can provide expertise and outside perspective that can better identify the strengths and narratives of police work in San Francisco to best attract quality candidates.

Recruitment

Position	Methodology	Curr. FTEs	Rec. FTEs
Sergeant	**Span of control** Scales based on targeted supervisory ratio of 1 per 8 FTEs, including part-time positions as 0.5 FTE.	1	1
Officer Recruiter (PT)	**Ratio-based** Scales based on the number of vacancies in the department plus a three-year average sworn attrition (retirements, resignations, and terminations), excluding academy recruits and FTO program participants, at a rate of 1 FTE per 25 separations. The part-time position is not included in these calculations.	3 1 (PT)	4 1 (PT)
Senior Clerk	**Ratio-based** Support position, scales to size of unit.	1	1

Recommendation: Contract with an outside recruitment and/or digital marketing firm to develop recruitment and branding strategies to maximize engagement and outreach in order to better attract quality candidates.

(7) Medical Liaison

The Medical Liaison unit manages a range of administrative responsibilities in managing the department's medical claims, medical records, substance abuse testing, and disability leave. Medical professionals in this unit have therefore been classified as non-scalable since their capacity cannot be measured through available workload measures.

Management reported that about 100 employees may be on temporary or modified assignments based on medical status at any point in time.

Staff should monitor and record service delivery deficiencies that may occur to incorporate into future staffing analyses and consider whether these position may be scaled based on the number of employee cases being managed. Potential exists for the position to be converted to a workload-based methodology if volume and time spent per task are tracked across foremost workload categories, including claim investigations, the processing of identification cards, substance abuse testing, and others.

The Clerk provides administrative support and is presented as a ratio to unit staffing. In addition, although management positions are largely excluded from this analysis, the Medical Liaison unit is currently overseen by a Sergeant, which should be civilianized, and is already incorporated into the Controller's Office civilianization plan. The department anticipates transitioning this position into a civilian Safety Officer. All other staff in the unit are civilian, and there is no legal requirement or best practice for keeping a sworn position over a specialty medical unit. Civilianization may help reduce personnel costs, and promote longevity and institutional knowledge in the position. This would also make available a Sergeant for other operational needs in the department.

Medical Liaison

Position	Methodology	Curr. FTEs	Rec. FTEs
Sergeant	**Span of Control** Manager position, scales to size of unit.	1	0
Safety Officer	**Span of Control** *Position does not currently exist; recommended civilianization.* Staffed as supervisor, set at 1 FTE for every 7 direct reports.	0	1
Physician Specialist	**Non-scalable** Workload not scalable, based on operational need.	1	1
ADA Coordinator	**Non-scalable** Workload not scalable, based on operational need.	1	1

Position	Methodology	Curr. FTEs	Rec. FTEs
Benefits Technician	**Non-scalable** Workload not scalable, based on operational need.	1	1
Clerk	**Ratio-based** Scales to size of the unit	1	1

Recommendation: The Medical Liaison unit should monitor and record data and information relating to ongoing service delivery deficiencies that may occur to use as factors for future staffing needs assessments.

Recommendation: Civilianize the Sergeant over the Medical Liaison unit and replace with a position under the Safety Officer classification.

(8) Behavioral Science Unit

Behavioral Science staff manage mental health and peer support programs, including services to help staff manage stress, depression, or unhealthy habits, such as alcohol dependency. The workload capacity of the unit is not easily quantifiable, so these positions are classified as non-scalable for this assessment. Management reported that BSU may be managing around 15 cases at any given point in time, subject to seasonal fluctuation. Staff should monitor and record data and information relating to service delivery deficiencies to use as factors for future staffing analyses, including whether staffing may be scaled based on the number of cases being managed.

Potential exists for the position to be converted to a workload-based methodology centered around caseloads and average time spent per week on each case, as well as time spent providing proactive support (e.g., support groups), with an additional administrative time component added as well.

Behavioral Science Unit

Position	Methodology	Curr. FTEs	Rec. FTEs
Sergeant	**Non-scalable** Workload not scalable, based on operational need.	1	1
Officer	**Non-scalable** Workload not scalable, based on operational need.	1	1
Chaplain	**Non-scalable** Workload not scalable, based on operational need.	1	1

Recommendation: The Behavioral Science Unit should monitor and record data and information relating to ongoing service delivery deficiencies that may occur to use as factors for future staffing needs assessments.

5. Crime Information Services Unit

The Crime Information Services Unit (CISU) includes an array of different functions pertaining to records management, administrative support, and property and evidence management (Property Control).

1. Core Records Management Functions

Staff assigned to CISU are directly assigned to one of the sub-units, such as the Data Entry Team or Report Requests Team. In practice, staff are cross-trained in each area, and work is shared as needed between Records Management staff. **The exceptions are Backgrounds and Mailroom functions, which are examined separately.**

For the purposes of this analysis, these workloads are aggregated together into one pool. Staffing for the Crime Information Services Unit (excluding Backgrounds and Mailroom) is determined as a workload-based methodology, aggregating together the following assignments:

- Report Requests
- Report
- Outside Agency Requests

- Laserfiche Imaging Archive System (LIAS)
- Data Entry
- Firearm FCN Processing

The calculations are for civilian staff only, and so the handling of external background requests (i.e., not for SFPD employment), which are handled by sworn officers, are excluded. Mailroom is also excluded, as it is a unique role that does not directly scale.

An administrative time figure is added as well to reflect telephone calls, miscellaneous workload that does not fit into any of the core metrics used, various requests throughout the day, any gaps or downtime between work items, and any other workload categories that are not directly listed. Given the number of telephone calls and miscellaneous workloads that CISU personnel handle, a much higher administrative time factor is used compared to many functions, at 50% of staffing. This also provides a buffer for periods of high activity versus lower-activity periods that needs to be staffed, such as when the workload diminished during swing shift hours.

The following table presents these calculations, building up total staffing needs from each workload element:

Crime Information Services Unit Core Workloads

Report Requests	Report Requests/Yr.	40,873
	Time Per Report Request	15.0 min.
Firearms (FCN Processing)	Firearm FCNs Processed/Yr.	5,000
	Time Per Firearm FCN	8.0 min.
Outside Agency Requests	Outside Agency Requests	891
	Avg. Time/Request	60.0 min.
Data Entry	Reports Processed/Yr.	4,263
	Avg. Time/Report	15.0 min.
LIAS	Documents Processed	164,684
	Avg. Time/Document	5.0 min.
	Total Workload	***26,565 hours***
	Administrative Time	50%
	Total Hours to Staff	**53,131 hours**
	NA Hours/FTE	1,690 hours
	FTE Required	**32**

Some additional workloads, such as performing data validations or answering telephone calls, are not listed, and are instead listed within the 50% administrative time figure. This is done when categories of workload are difficult to either track or record time spent on them, or are relatively minor.

Combined for the two shifts, this represents a total of 32 positions (rounded up from 31.44, slightly below 31.5), which represents a staffing level of 2 above current levels.

The following table provides a summary of current staffing and the methodologies used in the analysis of CISU functions. The reallocation of two positions based on the results of the workload analysis are taken from firearms, which compared to the other categories has been shown to occupy a much smaller percentage of total workload – particularly compared to report requests and LIAS. Given the ability to reallocate the positions easily within the organization to areas of prioritized need, as well as the lack of a requirement for a sworn position to fulfill the role, these are taken at the officer level.

CISU Records Functions

Unit/Role	Position	Methodology	Curr. FTEs	Rec. FTEs
CISU Admin and Supervision	Captain	**Unique/non-salable** Shared with Property Control.	0.5	0.5
	Lieutenant	**Non-scalable** Manager position; does not scale.	1	1
	Sergeant	**Span of control (Group)** Combined with the chief clerk, scales at a ratio of 1 supervisor for every 12 direct reports. Ratio is higher given that it is not a field function.	2	2
	Chief Clerk	**Span of control (Group)** Combined with the chief clerk, scales at a ratio of 1 supervisor for every 12 direct reports. Ratio is higher given that it is not a field function.	2	2
	Secretary II	**Non-scalable** Support position, does not directly scale with workload.	1	1
Report Request Team	Senior Clerk	**Workload-based** Calculated as part of aggregated records management workload and staffing capacity.	9	9
	Clerk Typist	**Workload-based** Calculated as part of aggregated records management workload and staffing capacity.	6	6
Mailroom	Clerk Typist	**Unique/non-salable** Unique role that requires a dedicated position, but needs are not directly scaled to workload.	1	1
Firearms	Officer	**Workload-based**	2	0
	Senior Clerk Typist	Calculated as part of aggregated records management workload and staffing capacity.	4	4

Unit/Role	Position	Methodology	Curr. FTEs	Rec. FTEs
Outside Agency Requests	Senior Clerk	**Workload-based**	1	1
	Clerk Typist	Calculated as part of aggregated records management workload and staffing capacity.	1	1
Data Entry Team	Clerk Typist	**Workload-based** Calculated as part of aggregated records management workload and staffing capacity.	5	5
LIAS	Clerk Typist	**Workload-based** Calculated as part of aggregated records management workload and staffing capacity.	5	5
External Background Requests	Officer	**Workload-based** Calculated separately from aggregated records management workloads.	1	1

2. Property Control

Property Control is responsible for maintaining and processing all property and evidence that is entered into the custody of the San Francisco Police Department, as well as several other functions.

(1) Front Counter

The Front Counter is staffed with two officers and three storekeepers, and is responsible for the initial sorting, categorizing, and data entry of all property and evidence being received and released. In addition, every morning, civilian staff will complete a pickup run to collect evidence at each of the 10 district stations. This run can take all morning to complete, generally requiring about 2.5 to 4 hours from the point of leaving for the first district station to returning to Property Control with the collected property and evidence. Once the items that were collected from the morning pickup run have arrived at Property Control, Front Counter staff begin the process of processing and sorting each item, which can take around 3-4 hours to complete. This is depending on the number and type of items being booked.

Additional drop-offs and pickups of evidence will be made by other SFPD units (e.g., Crime Scene, investigative units). Any items leaving the custody of Property Control must be released by Front Counter staff, and any items entering custody must be booked and sorted, with workload involved per item being equivalent to the items of property and evidence collected on the morning pickup run. The volume of the items dropped off throughout the day, however, is generally much less. Staff provided a rough, generalized estimate that equated to 70% of the evidence sorted in a day coming from the morning pickup run, and the rest being dropped off throughout the day. According to annual data for 2018 provided by CISU management, the Division receives evidence from 73,251 cases, releases evidence from 52,257 cases, and receives narcotics from 3,672 cases. With evidence and property being processed or released for 129,180 cases annually, this amounts to 25,836 cases per employee at the counter.

Staffing needs have been calculated based on aggregating the various workloads completed by staff on a daily basis and measuring it against daily capacity. Net available hours have been converted into a relief factor percentage, although it represents the same staffing factor as the net available hour total that is used in other workload-based calculations throughout this report. The following table presents these calculations:

Daily Workload and Staffing Requirements for Front Counter Staff

Evidence Run	Time Per Morning Station Run	+	**6 hours**
Item Intake	# Evidence Cases Collected on Run		190
	Time to Process Morning Evidence		5 hours
	Crime Scene Evidence Cases/Day		40
	Inv. Unit + Misc. Evidence Cases/Day		20
	Subtotal: Evidence Intake Time/Day	+	**6 hours**
Item Release	Avg. Items Released/Day		143
	Time Per Item Release		15 min
	Subtotal: Item Release	+	**24 hours**
	Total Workload	=	**53 hours**
	Administrative Time		20%
	Total Hours to Staff Per Day		**63 hours**
	Net Availability Per FTE		81%
	FTE Required to Meet Relief Factor		**8**
	Estimated Daily Availability		65 hours

It is important to note that these staffing calculations assume that current operational model is retained. As a result, the numbers do not factor in the recommendation to implement a barcoding and evidence management system.

The number of FTEs required is presented as an aggregate of both officer and storekeeper staffing. It is assumed that any future staffing increases be at the storekeeper position level (3 FTEs currently), rather than at the officer level (2 FTEs).

(2) Firearms (Property Control)

Storekeepers assigned to the Firearms sub-unit are set as a workload-based position, with the key metric being the number and time involved processing each firearm that is processed by the unit. The process for firearm intake is complex, and includes the creation of a paper file, hand inspection of the firearm, taking photographs, Department of Justice lookup and verification, and packaging. The time involved varies based on the gun and any additional investigation/follow-up needed.

Time estimates are grouped into two categories, representing normal and more difficult firearms to process. Normal is assumed to represent 50% of all firearms processed at a total time of 1 hour from start to finish, and more complex firearms comprising the other 50%, representing an average of 2 hours for each to be processed. After multiplying the coefficients and adding the two categories, the result is an average of is 1.5 hours per firearm, or 90 minutes.

An administrative time figure of 30% is also added to account for workload involved in retrieval processes. These calculations are shown in the following table:

Firearms (Property Control) Storekeepers

# of Firearms/Yr.	1,700
Avg. Time/Firearm	1.5 hours
Total Workload	*2,550 hours*
Administrative Time	30%
Total Hours to Staff	**3,643 hours**
NA Hours/FTE	1,690 hours
FTE Required	**2**

Overall, 2 storekeeper positions are required at a minimum to handle the incoming workload. Specifically, the calculations result in a staffing need of 2.15 FTEs, although it is too low to be rounded to an additional FTE. Any officers that are assigned to the unit are supplemental to this, and should not fill the positions interchangeably.

(3) Narcotics (Property Control)

Storekeepers assigned to the Narcotics Unit are responsible for intake, processing, release, and transport of all narcotics that are entered into the custody of Property Control. Both personnel assigned to the unit are sworn officers.

Intake of items is generally done in groups, estimated at a total of 6 hours per day. This equates to approximately 7.5 minutes per envelope. Additional intake and release work requests are generated throughout the day, which is accounted for in the staffing methodology as an administrative time of 20%.

All narcotics testing is conducted by the Alameda County Sheriff's Office, with at least one transport across the bay occurring per week, depending on the number and time sensitivity of requests for testing made by the San Francisco District Attorney. Each transport may involve around 40 items (estimated average) and take around 2.5 hours round trip, depending on traffic conditions. Upon return, all envelopes that are picked up from Alameda must then be processed again as they reenter the custody of SFPD Property Control.

Narcotics Unit Officers

Hrs./Day on Envelopes	6.0 hours
# Trips to Alameda	1.5/week
Time Per Round Trip	3 hours
Envelopes Returned/Trip	40
Time Per Envelop	7.5 min.
Total Workload	*1,877 hours*
Administrative Time	20%
Total Hours to Staff	**2,346 hours**
NA Hours/FTE	1,690 hours
FTE Required	**2**

The number of FTEs required has been rounded up, as any staffing needs over 1.0 would cause workload exceed capacity and cause processing delays.

(4) Lost and Found

One Storekeeper is assigned to lost and found evidence management. The position is a unique role, and cross-training allows for shared workload with other functions. As a result of handling a unique role that does not require the full net available hours of an FTE, this study as listed the position as unique/non-scalable, although a certain percentage of hours could be allocated to other Property Control functions.

(5) Parcel Returns

One Storekeeper is assigned to Parcel Returns, who manages the mailroom, sorting, receiving, and delivering of parcels containing property and evidence. While the role can be considered as administrative support, the position’s workload does not scale based on the number of staff being supported. Consequently, the position is assumed to be unique and non-scalable for the purposes of this analysis.

(6) Holds and Destructions

One Sergeant and eight part-time retired sworn staff manage the inventory for evidence and property holds and destruction. The retired staff serve a core function in running this unit and are given a ratio to the total number cases generated annual that involve the reception of evidence into Property Control, which amounts to 76,923 cases in 2018.

These positions have been set at a ratio to the entire department, given that it revolves around a specific process and schedule for retention. If the department implements an upgraded evidence management system, there will be significant opportunities to improve the management of retention data and transition to a more efficient method of purging items. Based on these factors, staffing needs is not directly scalable at this time, but should be re-examined if a new evidence management system is implemented.

(7) Uniforms/Disbursal of Equipment

Two Storekeepers run the Uniforms unit and management the inventory, disbursement, and replacement of uniforms and equipment, including as portable radios, batteries, and other items. The workload of this function scales directly with the size of the organization, as more full-time positions require more uniforms and equipment to be disbursed. As a result, the position’s staffing is set as a **ratio-based methodology**, at 1 position for every 1,000 sworn positions in the organization.

(8) Over Flow Warehouse

Four storekeepers are assigned to transport items to the overflow warehouse located in Building 606 within the Hunters Point Shipyard area. Items that are large, not ready for destruction, and will be in storage long-term are eligible to be transferred to the offsite warehouse. This includes many large items that would otherwise quickly fill up space at the main Property Control facility.

The full-time storekeepers are assisted by three part-time retired staff. One 960 employee specializes in transporting bicycles, which are one of the items most frequently transported to Building 606.

Including round trip travel time, unloading, and loading items back, the trip in totality can often take around 5 hours to complete. With the 960 employees assigned to the unit, staffing does not need to be allocated so that the full-time storekeepers can handle all workload. Given the less time-critical nature of the work, as well as the relatively low risk involved in this aspect of Property Control compared to areas such as narcotics and firearms, assigning retired staff to the overflow transport role should be prioritized.

While workload-based staffing methodologies could be applied to the unit, there is a high degree of variability in the unit's work. The spatial requirements for transporting various types of overflow items varies considerably, and one case may require numerous trips to be completed. As a result, while the time involved in completing a trip can be readily estimated, it is far more difficult to estimate the average number of items transported per trip.

Instead, staffing needs can be represented by the backlog of items that need to be transported. If more items are entering the queue to be transported than can be transported in a week on a consistent basis, and it impacts space availability in the main facility, then additional staff would be needed.

(9) Issues Regarding Property Control Management Systems

A recurring theme throughout Property Control is the completion of manual processes and paper logging. This takes additional time and is significantly more prone to user error than a full electronic record keeping system, which is a best practice in police property and evidence management. The most critical issue, however, is that no barcoding system is used for processing items within Property Control, excluding for narcotics. Barcoding is an essential practice for property and evidence units, as is able to automatically maintain a chain of custody, recording the date and time an item was scanned, the action being taken (e.g., release, intake, transports, etc.). Integration with a full-featured evidence management system allows for data to feed from the barcode scanner to the database, and generally is able to automatically creating, filling, updating records as items are scanned.

The process of implementing a barcoding system will require a significant investment financial resources and staff time. Over a period of years, large portion of the backlog of property and evidence will need to be added to the barcoding system, within certain parameters and using a system of prioritization. In order to accomplish this, additional full-time staff will need to be assigned to the unit. To augment this further, the position should be prioritized for placement of 960/retirees and administratively assigned officers.

Property Control

Unit/Role	Position	Methodology	Curr. FTEs	Rec. FTEs
Admin and Supervision	Captain	**Unique/Non-scaling** Shared with CISU records functions	0.5	0.5
	Sergeant	**Span of control** Set at 1 per 20 FTE supervised.	2	2
Front Counter	Officer	**Workload-based**	2	2
	Storekeeper	Calculated through volume and time metrics for evidence runs, item processing, and item release.	4	6
Lost and Found	Storekeeper	**Unique/Non-scalable**	1	1
Parcel Returns	Storekeeper	**Unique/Non-scalable** Similar to Mailroom (CISU) position, where workload is within the capacity of 1 FTE.	1	1
Firearms Unit	Officer	**Workload-based**	2	2
	Storekeeper	Calculated through volume and time metrics for firearms processing.	2	2
Narcotics Unit	Officer	**Workload-based** Calculated through volume and time metrics for narcotics processing.	2	2
Holds and Destructions	Officer	**Workload-based or Backlog Trends**	2	2
	960/Retiree	Calculated through volume and time metrics for	9	9
Uniforms	Storekeeper	**Ratio-based** Target of 1 position for every 1,000 sworn.	2	2

Unit/Role	Position	Methodology	Curr. FTEs	Rec. FTEs
Over Flow Warehouse	Storekeeper	**Workload-based/Backlog**	5	5
	960/Retiree	If a new evidence management system is implemented, revisit staffing needs based objectives for item purge and destruction schedules. Staffing needs can be monitored against backlogs.	6	6

Recommendation: After selecting a vendor for the expanded barcoding system, implement a comprehensive barcoding and evidence management system.

Recommendation: Upon implementation of the comprehensive barcoding system, add three (3) additional storekeeper positions above current staffing levels. These positions should be dedicated to gradually process backlogs of property and evidence, with additional 960/retired staff assigned to the project. All front counter staff, firearms, and narcotics staff should be trained in the new system, which should be integrated into regular unit processes.

7. Strategic Management Bureau

The Strategic Management Bureau oversees additional administrative functions of the Police Department including the Fiscal Division, Technology Division, and Professional Standards.

1. Administration

The Bureau is managed by a civilian Executive Director with support from an administrative assistant:

Strategic Management Bureau Administration

Position	Methodology	Curr. FTEs	Rec. FTEs
Executive Director	**Unique/Non-scalable** Executive/manager position; does not scale. Responsible for the Strategic Management Bureau.	1	1
Assistant	**Non-scalable** Support position; does not scale directly with workload metrics.	1	1

2. Fiscal Division

The Fiscal Division consists of 17 budgeted full-time equivalent positions administering four core financial functions for the department: Supplies, Accounting, Grants, Contracts, and Budget. The Chief Financial Officer and unit managers are excluded from this analysis, unless otherwise addressed as performing functional work.

- **Supplies Unit** is overseen by a Senior Storekeeper and is run by two Storekeepers and a Senior Clerk Typist who provide centralized support for office supply management and procurement. Due to the administrative nature of these roles, Storekeepers are considered support positions scalable to the number of positions supported. The Senior Clerk Typist is set at a ratio relative to the size of the unit. Staff reported no performance issues with this level of staffing.

- **Accounting Unit** provides centralized accounting support for the whole department including the processing of deposits, reimbursements, interdepartmental charges, and review of invoice and purchase orders. The Unit is managed by an Accounting Manager and run by two Accountant III, one Accountant II, and three Senior Account Clerks. Due to the varying accounting activities that reduce the accuracy of specific workload measures, these positions are considered non-scalable. Staff reported no performance issues with current staff levels. Unit management should monitor and record service delivery and performance issues as they arise to incorporate as variables indicating future staffing needs.

- **Grants Unit** is managed by a Grants Manager with support from two Grants Administrative Analysts. Calculating staffing based on the number of RFPs or contract managed was initially explored, but such a measure does not capture the complexity of administrative work required in completing these tasks, so these positions are considered non-scalable. Staff reported no performance issues with this staffing level.

- **Contracts Unit** consists of one Contracts Administrative Analyst, whose capacity is not easily measured through simple workload variables. This position is therefore deemed to be non-scalable for this assessment. Staff reported no performance issues with this level of staffing.

- **Budget Unit** consists of one Budget Manager who leads the department's budget development each year. The incumbent also produces biweekly overtime reports for command staff and assists with special projects and requests requiring budget input. Workload capacity is not easily measured through simple workload variables, so this position is deemed to be non-scalable for this assessment. However, one of the Grants Administrative Analysts is reportedly supporting the Budget Manager by producing monthly budget monitoring reports for the Controller, as well as serving as the department's position control manager. Management should allocate one additional budget analyst to relieve the Grants Administrative Analyst of budget responsibilities, as well as creating the capacity to proactively monitor and advise bureaus and divisions of their spending.

Selective/non-scaling methodology for the division. In the Budget Unit, analysis focuses on the unit's capabilities in comparison with other large police agencies. In particular, opportunities to implement more proactive approaches to unit budget monitoring were examined, as well as the ability for the position to provide support to the Grants Unit.

Potential also exists in the budget unit to adapt a workload-based methodology, which will require monitoring of key workload drivers and the time needed to complete them, such as the quarterly report, the biweekly overtime report, which typically takes two days to complete, and all accounting duties.

Fiscal

Unit/Role	Position	Methodology	Curr. FTEs	Rec. FTEs
Administration	Chief Financial Officer	**Unique/Non-scalable** Executive position; does not scale.	1	1
Supplies	Senior Storekeeper	**Span of control** Supervisory position, scales at a rate of 1 FTE per 8 direct reports.	1	1
	Storekeeper	**Ratio-based** Scales to the number of positions supported.	2	2
	Senior Clerk Typist	**Ratio-based** Scales to the number of positions supported.	1	1
Accounting	Accounting Manager	**Span of control** Supervisory position, scales at a rate of 1 FTE per 10 direct reports.	1	1
	Accountant III	**Ratio-based (Group)** Collectively scales to the number of FTEs in the department compared to those of peer agencies.	2	2
	Accountant II		1	1
	Senior Account Clerk		3	3
Grants	Manager	**Span of control** Supervisory position, scales at a rate of 1 FTE per 10 direct reports.	1	1
	Grants Administrative Analyst	**Non-scalable** Workload not scalable directly to metrics currently. Staffing should be assessed based on operational needs.	2	2
Contracts	Contracts Administrative Analyst	**Non-scalable** Workload not scalable directly to metrics currently. Staffing should be assessed based on operational needs.	1	1

Unit/Role	Position	Methodology	Curr. FTEs	Rec. FTEs
Budget	Budget Manager	**Unique/Non-scalable** Workload not scalable directly to metrics currently. Staffing should be assessed based on operational needs.	1	1
	Budget Analyst	**Selective** *Position does not exist currently.* Recommended creation of new role.	0	1

Recommendation: Fiscal Unit management should monitor and record service delivery and performance issues as they arise to incorporate as metrics for a workload-based methodology.

Recommendation: A new Budget Analyst position should be created within the Budget Unit and staffed with one (1) FTE.

3. Technology Division

The Technology Division consists of four divisions, as detailed in the following sections.

(1) Technical Services & Support

Technical Services manages the 24-hour help desk and provides regular ongoing technical support for the entire department. The division is comprised of 12 full-time positions overseen by an IT Project Director and run by nine IT Operations Support Administrators (engineers), two Officers, and a part-time retiree. Six of the engineers and one of the Officers are assigned to manage a particular technical service, as well as respond to work orders from the help desk. Technical services include:

- Managing the build and refreshing of desktops and laptops
- Testing applications coming out of build
- Supporting departmentwide telecommunications (landlines)
- Script writing
- Mobile device management
- Body worn camera deployment and refreshing
- Training for applications

For the remaining three engineers, two of them are primarily dedicated as field representatives responding to work orders requiring physical support, while the third engineer manages the front desk responding to service requests and walk-ins. The second full-time Officer manages Internal Affairs requests requiring technical expertise, as well as provides telecommunications technical support. The remaining part-time retiree is a former Officer who serves as the lead for telecommunications contract management and procurement support, as well as managing escalation and liaising with other City departments.

Due to the breadth and complexity of work completed by each engineer, these positions are considered non-scalable since capacity cannot be measured through simple workload measures. However, additional staffing needs have been identified through alternative variables analyzed.

Management explained that every engineer or officer managing one of the technical services would be adequately staffed to manage their service line if they did not have to respond to work orders from the help desk. For the six engineers and one Officer who this applies to, each individual is estimated to spend between 20% up to 60% of their time responding to work orders. Four of the engineers and the Officer dedicate 20% of their time to work orders, while one engineer dedicates 30% of their time to work orders, and the remaining engineer who focuses on resolving the most complex technical troubleshooting spends about 60% of his time on work orders. Altogether, this amounts to 190% capacity, or almost two full-time positions.

In addition, Technical Services & Support relies on four contractors who operate on an equivalent full-time basis responding to field work, service requests, and assisting the front counter due to lack of staffing to handle the workload.

Based on these metrics, Management should allocate six additional full-time engineers (IT Operations Support Administrators) to consolidate work order and field support requests with a core group of engineers and allow current staff to focus on managing their respective technical service areas.

We also note that the two Officers in this unit have been identified by the department for potential civilianization into IT Operations Support Administrators. The incumbents are currently technically capable and skilled in their respective assignments, so management has indicated that civilianization is likely to occur through attrition and turnover.

(2) Architecture and Operations

Architecture and Operations provides technical support and maintenance for all networks, systems, security, and access controls used in department applications and systems. The unit is led by an IS Project Director and administered by eight IS Engineers ranging from Journey to Senior to Principal steps. One engineer is dedicated to security, while a second engineer supports networking, and the remaining six engineers are dedicated to systems.

Due to the complexity of technical tasks managed by each engineer, productivity is not measured through simple workload measures. However, there are industry best practices for applying a ratio of engineers based on specific technical functions.

The Technology Division manages a large network including 184 network switches, 82 wireless access points, 76 routers, and 18 firewalls, 20 critical systems, and 224 servers. The entire police department currently has only one dedicated security manager to oversee this broad network. While industry ratios for security personnel vary, the police department needs to allocate at least one additional IS Engineer to create redundancy in security oversight. Additional staff will mitigate the loss of institutional knowledge and allow for continuous coverage through succession planning should the current incumbent vacate the position, as well as offer immediate relief for when the current incumbent is out of the office or unavailable.

As for **network support**, the unit also only employs one engineer to manage 184 network switches, as well as the wireless access points, routers, and firewalls. Industry best practices recommended a ratio of one engineer per 100 network switches. For the police department, this would amount to 1.84 full-time equivalent staffing. Management should therefore appropriate one additional full-time engineer to meet industry standards and better oversee the department’s broad network.

Finally, the unit has six systems engineers to support the department’s 20 critical systems and 224 servers. Industry staffing ratios for server support vary depending on the size of the organization, and whether servers are physical or virtual. Unit personnel recommend a ratio of one engineer per 30 servers based on their portfolio, amounting to 7.5 full-time equivalent employees. Based on this ratio, management should appropriate two additional full-time engineers to better support the department’s systems and servers.

(3) Applications and Business Intelligence

The Applications and Business Intelligence unit provides technical case management and programming support for all custom and package systems and databases, as well as compiling dashboards and other business intelligence for the department. The unit is managed by a Manager V and administered by 10 IS Programmer Analysts (Analyst to Senior), three IS Business Analysts (Senior to Principal), a Senior IS Engineer, and an IS Project Director.

Due to the complexity in technical work performed by the applications/programming and business intelligence teams, workload cannot be measured through easily quantifiable variables. These positions are therefore recognized as non-scalable for this assessment. However, we have identified staffing needs based on alternative factors.

In the **applications team**, programmers are responsible for a range of projects from website development, to applications programming, to database administration. Staff have expressed specific concerns for specialized functions where only one staff member is dedicated, and redundancy and succession planning are required. There is currently one programmer dedicated to working on projects through PeopleSoft/HRMS. Due to the increase in operational analytics and management information being produced for legislators, management, mandated reporting, and other external requests, this function has become increasingly important to the department. Although workload metrics were unavailable for this function, a vital support role such as this requires additional staffing to promote institutional knowledge, allow for succession planning, and increase coverage of this service area for when the incumbent is out of the office, or should the incumbent vacate the position. Management should allocate one additional programmer to support HRMS programming.

In the **business intelligence team**, there are similar concerns for providing redundancy in service coverage and preserving institutional knowledge for core support operations. Currently there is only one programmer for metadata modeling, and one programmer for ETL (extraction, transformation, loading) development. These roles are crucial in allowing dashboards and automated reports to accurately extract data and information. As the department becomes more technology advanced and relies on data dashboards for a range of operational needs, the need for supporting these programming roles increases. Management should appropriate two additional programmers to support metadata modeling and ETL development and mitigate the risk of loss of institutional knowledge and optimize coverage for this function when the incumbents are out of the office or unavailable.

(4) Project Management Office

The Project Management Office (PMO) manages the implementation of information systems projects, particularly enterprise software. The unit is run by a Manager V, supported by two budgeted Project Managers (one vacant during the time of this staffing study), a Senior Business Analyst, and a Business Analyst.

The Project Managers perform the conventional project management responsibilities of scoping out projects, defining business requirements, and monitoring the implementation and roll out of projects. The Senior Business Analyst monitors the Technology Division’s budget and provides procurement support for technology purchases. The Business Analyst provides support in monitoring low priority or low impact projects. Due to the breadth and complexity of administrative and analytical work required, workload for positions cannot be measured through simple variables. These positions are therefore recognized as non-scalable for this assessment. However, we have identified staffing needs based on alternative factors.

With the current structure of the PMO, staff are barely able to focus on managing operational projects. As it is, for Fiscal Year 2019-20, there are 11 projects being administered, of which the PMO Manager is assigned the lead to seven of these projects and serves as a subject matter expert for an eighth project. The one staffed Project Manager is assigned as a subject matter expert for only one project. While the PMO Manager is absorbing regular project management work while the second Project Manager position is vacant, there is little to no capacity for the PMO to conduct strategic planning or administer a comprehensive technology training program. Management should appropriate one additional Project Manager to mitigate regular project management responsibilities from being absorbed by the PMO Manager even when a vacancy exists.

In addition, management should appropriate a Project Manager or Business Analyst to assist with technology planning. For example, there is currently no capacity for the PMO to analyze future technological needs based on useful lifecycle of assets or programs, or the impact of evolving technologies, such as the emergence of virtual or cloud-based systems and how they might integrate or replace current systems.

Finally, it is apparent that no formal, centralized training program with dedicated staff exists for technological tools and systems used throughout the police department. Management should appropriate one Project Manager and one Business Analyst to development a training program focused on technological tools and systems used throughout the department, including new implementations.

Staff in the new strategic planning and technology training programs should also monitor workload activity, establish measurable performance targets for each project, and monitor and record progress in achieving those goals as variables to be used in evaluating future staffing needs.

(5) Summary of Staffing Needs

Across all Technology Division sub-units, the identified staffing needs include the following:

- Six (6) additional engineers (Operations Support Administrators) should be allocated to the **Technical Services and Support Unit** to offset the workload from other staff managing technical service lines, as well as the four contractors operating at full-time equivalency.

- Four (4) additional IS Engineers should be allocated to the **Architecture and Operations Unit**, including one engineer for security, one engineer for network support, and two engineers for systems support.

- Three (3) additional IS Programmer Analysts should be allocated to the **Applications and Business Intelligence Unit**, including one programmer for HRMS support, one programmer for metadata modeling support, and one programmer for ETL development support.

- Four (4) additional staff should be allocated to the **Project Management Office**, including a Project Manager for operational projects, a Project Manager or Business Analyst for strategic planning, and a Project Manager and Business Analyst to create a formal, centralized technology training support program.

Technology Division

Unit/Role	Position	Methodology	Curr. FTEs	Rec. FTEs
Administration	Chief Information Officer	**Unique/Non-scalable** Executive/manager position, does not scale directly.	1	1
	Secretary	**Non-scalable** Support position, does not scale based on workload metrics.	1	1
Technical Services & Support	IS Project Director	**Span of control** Supervisor/manager position, scales to size of unit, at 1 per 15 FTEs supported.	1	1
	Operations Support Admin II-IV	**Needs-based Assessment** *Identified needs include:*	9	15
	Officer	• Add 6 Operations Support Administrators.	2	2
Architecture & Operations	IS Project Director	**Span of control** Supervisor/manager position, scales to size of unit, at 1 per 15 FTEs supported.	1	1

Unit/Role	Position	Methodology	Curr. FTEs	Rec. FTEs
		Needs-based Assessment *Identified needs include:* • 1 IS Engineer for security; • Add 1 IS Engineer for network support; • Add 2 IS Engineers for systems support. • Alternatively can be staffed as a ratio per network switches or stations.	8	12
Applications & Business Intelligence	Manager V	**Span of control** Supervisor/manager position, scales to size of unit, at 1 per 15 FTEs supported.	1	1
	IS Programmer Analyst, Analyst – Senior IS Business Analyst, Senior to Principal Senior IS Engineer IS Project Director	**Needs-based Assessment** *Identified needs include:* • Add 1 IS Programmer Analyst for HRMS support; • Add 1 IS Programmer Analyst for metadata modeling support; • Add 1 IS Programmer Analyst for ETL development support.	10 3 1 1	13 3 1 1
Project Management	Manager V	**Span of control** Supervisor/manager position, scales to size of unit, at 1 per 15 FTEs supported.	1	1
	Project Manager IS Business Analyst, Analyst – Senior IS Business Analyst	**Needs-based Assessment** *Identified needs include:* • Add 1 Project Manager for operational projects; • Add 1 Project Manager or Business Analyst provide strategic planning support; • Add 1 Project Manager and 1 Business Analyst to work on developing a technology training program.	2 1 1	5 2 **1**

4. Professional Standards

Professional Standard is divided into four units, as detailed in the following subsections.

(1) Staff Inspections

Staff Inspections serves as an internal audit unit for the entire department. Their objective is to monitor ongoing compliance with the department's wide range of policies and procedures. The unit is currently run by a Sergeant, supported with two Officers, one of which was vacant during the time of this study. The Business Analysis Team also hired additional Senior Administrative Analysts that were approved during the Fiscal Year 2019-20 budget cycle, two of which are being shared to provide audit and analytical support for Staff Inspections.

Audit shops conventionally measure productivity based on hours dedicated by staff per audit report produced. Average hours per report vary from organization, so there is no industry standard. In the Association of Local Government Auditor's *Performance Measures for Audit Organizations* (last updated in 2017), industry best practices recommend that audit shops measure the total hours recorded by staff to complete each audit report to estimate an annual average. These averages can be used in an annual work plan that outline what audit projects are planned for the coming year, the total hours required to complete these projects, and the estimated staffing needs.

The number of hours dedicated to complete audits is not currently tracked or recorded, nor are annual work plans developed to outline the productive expectations of the unit for the year. In order to move toward a workload-based approach for the unit, the supervisor should begin compiling annual work plans that dictate the total number of audits that are expected to be completed each year. Staff should then track and report the number of hours they work on by audit project. This can then be used to determine the workload involved in each practice, and consequently enhance the project planning process by providing information on staff capacity, enabling for more realistic objective setting and project planning decisions.

In the interim before these practices can be implemented, these officers and analysts serving as auditors in this unit are recognized as non-scalable.

(2) Written Directives

Written Directives is responsible for coordinating department wide policy reviews and leading efforts in creating and updating policies and procedures. The unit is run by a Sergeant with support from an Officer and Management Assistant. Staff do not typically write the policies and procedures but serve as coordinators in working with subject matter experts throughout the police department who typically lead in revising and writing policies. Staff capacity is not easily tracked through simple workload measures, so these positions are recognized as non-scalable for this assessment.

(3) Business Analysis Team

The Business Analysis Team serves as a data clearing house for various external and internal data requests for focus on operational performance. As of Fiscal Year 2019-20, the BAT is budgeted with six Senior Administrative Analysts, and one Administrative Analyst (vacant at the time of this study). Currently, BAT is sharing two of its Senior Administrative Analysts to support operational needs in Staff Inspections with audit work. Reform initiatives under Compliance Support are supported through this unit as well.

Reports vary greatly in scope and turnaround time, and although staff maintain rosters of reports and requests being processed, specific workload measures are not tracked to estimate staffing capacity, such as hours dedicated per report. Due to the complexity of effort required to respond to and process the breadth of requests and reports, BAT analytical positions are recognized as non-scalable for this assessment.

(4) Compliance Support

The Compliance Support Unit is responsible for supporting department wide progress in implementing organizational reforms relating to the Collaborative Reform Initiative with the Department of Justice. There are currently four Officers assigned to support a portfolio of recommendations for each of the five Objectives or focus areas of the DOJ assessment. Although there are four active Officers in the unit, there are actually seven positions budgeted and filled (one being a recruit), but three of the positions have incumbents out on leave (including the recruit). The Officers will also be supported by two Senior Administrative Analyst positions created during the Fiscal Year 2019-20 budget cycle. Management has also identified the five officer positions as being eligible for civilianization as a part of the department wide civilianization plan, likely to be replaced by Senior Administrative Analysts.

Productivity for these positions is not measured through easily quantifiable workload variables due to the administrative and analytical nature of their work, so they are recognized as non-scalable for this study. In the absence of workload measures, staff did provide a spreadsheet outlining the various projects being managed with a summary of the DOJ Recommendations being implemented and stakeholders who are responsible for overseeing the implementation.

The unit should incorporate additional variables to track in this worklog. Since there are multiple stakeholders throughout the police department responsible for the monitoring and implementation of any given DOJ Recommendation, these notes and information should help clarify whether staffing levels in the Compliance Unit have any impact on the oversight and implementation of Recommendations, or whether issues are occurring in other units and divisions.

Potential exists for a workload-based methodology to be used in the future. The Staff Inspections Unit should adopt annual work plans that dictate annual productivity expectations (number of audit projects). In order to move toward a workload-based methodology, the unit should begin recording the number of hours that staff work on each audit project. This will enable the establishment of a baseline for determining the time needed to complete individual projects.

(5) Civilianization

In the Controller's Office's May 13, 2019, Memorandum titled *San Francisco Police Department Civilianization Progress and Options*, the department identified several sworn positions throughout the Professional Standards division as candidates for potential civilianization. We outline the following positions identified for potential civilianization:

- **Professional Standards:** The managing Lieutenant identified for potential reclassification to Manager IV.
- **Written Directives:** The Sergeant and Officer were identified for reclassification to Senior Management Assistant, and Management Assistant.
- **Compliance Support:** Five Police Officers were identified for reclassification to Senior Administrative Analysts.

Sworn positions are subject to institutional knowledge loss as they are subject to promotion and rotation. Civilianization of the aforementioned positions could improve employee retention in each unit, as well as promote managerial stability with the transition of the Lieutenant to a permanent civilian manager. A hiring process of Senior Administrative Analysts is underway to take over duties in the Staff Inspections Unit and Compliance Support Unit. The department should use attrition and turnover as opportunities to incrementally reclassify these positions. As positions are incrementally reclassified, the department should evaluate whether retaining any remaining sworn incumbents enhance operational performance justifying the retainment of minimal sworn presence in each unit.

(6) Results of the Analysis

The following table provides the staffing methodologies used for all Professional Standards functions, followed by a list of recommended changes:

Professional Standards

Unit/Role	Position	Methodology	Curr. FTEs	Rec. FTEs
Admin.	Captain	**Unique/Non-scalable**	1	1
	Lieutenant	Executive position; does not scale.	1	1
Staff Inspections	Sergeant	**Span of Control** Supervisory position, scales at a rate of 1 FTE per 10 direct reports.	1	1
	Officer	**Non-scalable** An audit work plan should be implemented to determine program objectives and staffing needs.	2	2
	Sr. Admin. Analyst	**Non-scalable**	2[19]	2
Written Directives	Sergeant	**Span of Control** Supervisory position, scales to size of unit.	1	1
	Officer	**Non-scalable**	1	1
	Management Assistant	Workload not scalable, based on operational need.	1	1
BAT	Program Manager	**Span of Control** Supervisory position, scales at a rate of 1 FTE per 10 direct reports.	1	1
	Sr. Admin. Analyst	**Non-scalable**	4	4
	Admin. Analyst	Workload not scalable, based on operational need.	1	1

[19] BAT is sharing its Senior Administrative Analysts to support Staff Inspections and Compliance Support.

Unit/Role	Position	Methodology	Curr. FTEs	Rec. FTEs
Compliance Support	Sergeant	**Span of Control** Supervisory position, scales at a rate of 1 FTE per 10 direct reports.	1	1
	Officer	**Non-scalable**	7[20]	7
	Sr. Admin. Analyst	Identified as opportunity for civilianization; in progress.	2	2

Recommendation: The Staff Inspections Unit should adopt annual work plans that dictate annual productivity expectations (number of audit projects).

Recommendation: The Staff Inspections Unit should begin recording the number of hours that staff work on each audit project in order to both improve planning processes and establish a baseline for a workload-based methodology.

Recommendation: Compliance Support should continue its plans civilianize at least two (2) of the seven (7) Officer positions, transitioning to personnel classified under the title Senior Administrative Analyst.

[20] There are currently seven Officer positions in the Compliance Support Unit (one position being a recruit), but three are on medical leave (including the recruit). Although there is no recommendation to adjust full-time positions, we recommend hiring part-time help in the interim.

8. Chief of Staff

1. Administration

The following table provides staffing of the Chief of Staff, which consists of a single position after excluding directly reporting command staff:

Chief of Staff

Position	Measure	Curr. FTEs	Rec. FTEs
Assistant Chief	**Unique/non-scalable** Executive position with a unique role, does not scale. The Office of Risk Management reports directly under this position.	1	1

2. Policy and Public Affairs

Reporting directly to the Office of the Chief of Staff, Policy and Public Affairs is staffed with one position, a policy director. This is a new role that was created out of a need to have a dedicated advocate for SFPD to the Board of Supervisors, similar to other departments in the city.

The policy director is responsible for coordinating strategic messaging for the department as it relates to legislative and policy priorities, including for the Board of Supervisors and the Police Commission. Responsibilities include developing strategies, preparing command staff to speak at public hearings, preparing reports, and contributing to messaging and negotiations during the budget cycle. This includes a focus on both policies and ordinances, as well as budgetary allocations that impact operations, staff, facilities, equipment, and other department matters. Additionally, the policy director monitors city reporting requirements, such as the annual surveillance report.

Given that the position is oriented around strategic leadership and direct support to command staff, its staffing needs are currently not able to be directly scalable to workload metrics. The director position is a unique role, and is thus considered non-scalable in the staffing analysis. However, it is clear that in order to effectively perform the unit's objectives and functions, analytical support is needed. Adding two new Management Analyst positions would fulfill this need and bring the function in line with the staffing of analogous roles for the Board of Supervisors. The following summary table reflects these considerations:

Policy and Public Affairs

Position	Measure	Curr. FTEs	Rec. FTEs
Policy Director	**Unique/non-scalable** Position fulfills a unique role that does not scale directly with workload metrics.	1	1
Management Analyst	**Selective/non-scalable** *Position does not currently exist; recommended creation.* Creating the position fulfills the need for additional analytical and support for Policy and Public Affairs. It should be considered as electively staffed, given that it is staffed to achieve a certain capability level that is not readily quantifiable using workload metrics.	0	2

Recommendation: Create a new Management Analyst position within Policy and Public Affairs in order to develop a more proactive approach to budget monitoring. The position does not exist currently.

3. Strategic Communications

(1) Unit Overview and Analytical Framework

Strategic Communications oversees the Media Relations Unit which coordinates and strategizes external messaging and communications on behalf of the department. Staff respond to media inquiries, assist with compiling information for public records requests, and create multimedia content to better convey messages from the department.

(2) Metrics and Staffing Analysis

Strategic Communications and the Media Relations Unit has eight full-time positions, one regular part-time position, and one annuitant. Staff are delineated into the following functions:

- There is a civilian Director who oversees **Strategic Communications**.
- Under the civilian Director, is a Sergeant who is the officer in charge of the **Media Relations Unit** and the Public Information Officer for the department.

- Three sworn Officers perform **Public Information Officer (PIO)** duties and respond to media and external inquiries on a regular basis and coordinate public messaging on behalf of the department. PIOs respond to approximately 168 media email inquiries and 179 phone inquiries, amounting to 347 inquiries each week. In 2018, PIOs also wrote 176 news releases. The amount of work required to respond to each request or prepare each press release varies, so workload metrics cannot be applied for these positions. These positions are therefore non-scalable for this assessment.

- One sworn Officer serves as a **Website Manager** who maintains and updates the department's website, including uploading documents for public dissemination. Since this is a technical support position whose workload varies, staffing is non-scalable.

- One civilian serves as a **Social Media Manager**. Since this position is unique and serves in a technical support position, staffing is non-scalable.

- A portion of the **Public Records Act** requests are triaged through a part-time retiree who coordinates responses. According to data provided by the department, in 2017 (the most recently available data), the unit processed 184 records requests. Work required to respond to requests varies significantly, so this position is considered non-scalable.

- There is one regular fulltime civilian who serves as a videographer for the unit. Workload measures were not available for this position, and due to its unique role, staffing has been classified as non-scalable.

- Lastly, there is a full-time Office Manager that provides administrative support and scales to the size of the unit. Staffing is not based on workload measures.

(3) Results of the Staffing Analysis

There are no recommended adjustments to staffing levels from this evaluation based on feedback from staff that staffing levels are adequate. However, during the course of this study, the Website Manager position became vacant and was identified for civilianization. We agree with this action, and also suggest that management consolidate the Website Manager duties with the Social Media Manager.

In the Controller's Office's May 2019 report "*Civilianization Progress and Options*", the department identified the Media Relations Unit's Officer positions as potential candidates for civilianization. After reviewing the unit's staffing structure and duties, we recommend that the department maintain its current structure of utilizing sworn Officers as Public

Information Officers so that the department's media representatives maintain the applicable field knowledge and sworn expertise to respond to public and media inquiries.

Strategic Communications and Media Relations Unit

Unit/Role	Position	Methodology	Curr. FTEs	Rec. FTEs
Public Information Officer	Director	**Unique/Non-scalable** Executive/manager position, does not scale.	1	1
	Sergeant	**Span of Control** Unit manager, scales to size of unit, at a rate of 1 per 10 direct report FTEs.	1	1
	Officer	**Non-scalable**	3	3
Website Manager	Officer	**Non-scalable** *Recommended civilianization.*	1	0
	Webmaster	**Non-scalable** *Position does not currently exist.* Recommended civilianization.	0	1
Social Media	Social Media Manager	**Non-scalable**	1	1
Public Records Act	PRA Processor (960 Retiree)	**Non-scalable**	1	1
Videography	Videographer	**Non-scalable**	1	1
Admin	Office Manager	**Non-scalable** Support position; scales to size of unit	1	1

Recommendation: Civilianize the Website Manager role.

Recommendation: Management should regularly monitor output measures and service delivery deficiencies to incorporate for future staffing needs assessments.

4. Office of Risk Management

The Office of Risk Management is organized within the Office of the Chief of Staff, and includes the Legal Division, Internal Affairs, and a number of other units.

The following table presents staffing for the administration of the office:

Office of Risk Management

Position	Methodology	Curr. FTEs	Rec. FTEs
Commander	**Unique/Non-scalable** Executive position; does not scale.	1	1
Captain	**Unique/Non-scalable** Executive position; does not scale.	1	1

1. Court Liaison

Court Liaison is organized within Risk Management is collection of several different functions, operating out of the Hall of Justice. The unit is organized under the Office of Risk Management following a recent change. It is supervised by a sergeant, and is divided into a number of different specialized roles that each have only 1 or 2 positions assigned.

(1.1) Traffic Subpoenas

The traffic subpoenas function is staffed with 1 officer and 1 senior clerk, and completes administrative processing of traffic subpoenas issued by the courts for SFPD officers.

A lack of integration and links between information systems exponentially increases the work needed to complete the role's main responsibility – notifying officers of their court dates for traffic ticket cases. The process operates as follows:

- Beginning with a traffic ticket being protested by an accused individual, the court assigns a calendar date, which is populated in the court's information management system.

- The SFPD traffic subpoenas staff have access to the calendar, and run a report in advance of the court date.

- Because the report does not include the officer's name, and instead only their identification number, staff enter the information into a manually updated MS Access database, which fills in the needed fields and exports into a PDF.

- Copies of the PDF are printed and attached to the citation, which is then sent to the officer.

- If the case is dismissed, additional paperwork needs to be completed.

E-citations, which the department has transitioned to fairly recently, are designed to minimize processing time by auto-populating fields and submitting electronically. However, because the court requires a paper copy, they are printed, sorted, and mailed to the courts (whether juvenile or adult) and ID Bureau.

The function used to be staffed with 3 positions; however, following the consolidation to two court rooms, staffing was reduced to two given that court dates would not be scheduled concurrently. This suggests that it is feasible to set the staffing of the function based on a ratio to the number of traffic courts, or of court days per month.

It is estimated that there are 30 court dates scheduled per day, and with the court meeting four times per week, this equates to 120 over this timeframe. Taking into account time and utilization estimates conveyed to the project team, a staffing ratio for the function is set at 1 FTE for every 2,500 court dates per year. At that ratio, a 20% increase in workload would trigger an additional FTE. Alternatively, at 3,000 court dates per year, a 40% increase in workload would trigger an additional FTE. These numbers should be adjusted as work volume changes and any investments in process automation or database integration are made.

(1.2) Public Front Counter and Witness Subpoenas

The Court Liaison Unit's public front counter is staffed by 1 senior clerk position, who is also responsible for processing all witness subpoenas

Since moving locations, the public front counter has received additional traffic. Questions directed for any of the Legal Division functions are often asked at the public counter, including body camera and traffic discovery requests, as well as individuals seeking resolution of towed vehicle, due to the early closing time of the tow counter down the hall.

As officers sign into court at court, the clerk records it and stamps the officer's physical overtime card, manually enters the time start and end times, verifies that the overtime is approved and valid, and provides a paper receipt to the officer. Additional copies are also printed,

Processing subpoenas, however, is the foremost workload of the position, given both the volume and steps involved. Last month, 382 subpoenas were processed in the unit, which equates to about 22 per court day. All cover sheets are handwritten, scanned, and emailed.

Stacks of court cancellation notes are delivered by the DA twice per day. The clerk then looks up the identity and location within the organization of the officer reference and notifies the individual.

There is no backup for the position other than the sworn payroll/floater officer, and given the workload involved with the witness subpoenas, this can result in delays and the public counter being unavailable. Given these considerations, the position is considered as **selective/non-scalable**, with the primary issue being the need to add a relief factor by creating an additional a position, which would also allow for some delineation of responsibilities between the roles.

(1.3) Payroll/Floater

1 officer It is important to note that, unlike a number of officers performing clerical roles, this position is designated as permanently requiring an officer, and is not placed in the role due to modified/restricted duty. Given that the officer is co-located with and sometimes provides support to the public counter, it is necessary that the employee assigned to the role is able to make contact with the public.

The officer is responsible for payroll duties relating to court, whether on overtime or in lieu of the officer working their regular shift, and thus earning pay at their regular rate. The officer coordinates court appearances, overtime, and pay for shifts missed because of court, getting approval from supervisors to do so. If the officer is on the night shift, it must be verified as per the labor agreement that there are a minimum of 8 hours between the assumed end of the court appearance and the officer returning to duty.

The officer completes all requests on the physical overtime cards, completing as many as 1,000 per pay period (two weeks). Many are filled out incorrectly, requiring the officer to be contacted to make corrections.

(1.4) Legal Counsel

The Legal Counsel Unit within Court Liaison provides legal advice, on subpoena and court issues primarily. It is staffed with 1 legal counsel (attorney) and 1 paralegal staff. The unit reviews subpoenas when they merit additional review, such when they are informal, from out-of-county DAs, or have some other type of issue that requires legal counsel to make a determination on whether or not to comply with the subpoena.

(1.5) Records Subpoenas

The Records Subpoena function is staffed with 1 clerk positions, and is responsible for coordinating and processing subpoenas for records. As with the other subpoena functions, common issues emerge regarding the lack of automation and linkage between various information management systems. Moreover, process duplication and conversion between electronic and paper records add to the time needed to complete processing workloads, ensuring that consolidation of roles and/or cross-training is not feasible.

(1.6) Summary of Court Liaison Staffing Factors

The following table provides a summary of the current staffing of each sub-unit within Court Liaison, as well as the type of methodology identified for the position's staffing factors:

Court Liaison

Unit	Position	Methodology	Curr. FTEs	Rec. FTEs
Supervisor/ Policies Audits	Sergeant	**Span of control** Scales to number if direct reports and miscellaneous workloads, such as auditing reports and work on policies.	1	1
Legal Counsel	Legal Counsel	**Unique/non-scalable**	1	1
	Paralegal	Support position for a unit with two FTEs, does not scale directly with workload	1	1
Public Front Counter & Witness Subpoenas	Senior Clerk	**Selective/non-scalable** If a relief factor is desired to increase service level to the public, an additional FTE is needed.	1	1
Traffic Subpoenas	Senior Clerk	**Ratio-based**	1	1
	Officer	Staffing set at 1 FTE per 2,500 traffic subpoena dates issued, which requires a 20% increase in workload to require another FTE.	1	1
Records Subpoenas	Senior Clerk	**Workload-based/Unique** Staffing could be potentially scaled based on subpoena workloads; however, variations in workload make this more difficult.	1	1

Unit	Position	Methodology	Curr. FTEs	Rec. FTEs
Payroll/ Floater	Officer	**Unique/non-scalable** Unique role that requires an FTE, but has the capacity to help out with witness subpoenas as well.	1	1

2. Legal Division

The Legal Division is organized under the Office of Risk Management, and is organized with several sub-units under it, including a unit of the same name, Court Liaison, and EEO.

(1) Legal Unit

Public Record Act (PRA) requests are the primary workload driver of the Legal Unit, which is tasked with assisting the City Attorney's Office in fulfilling them. This is a complex mission, having evolved significantly over the past few years with the emergence of body-worn cameras and the recent passing of CA SB-1421.

The new law amends the Police Bill of Rights and expands the Public Records Act to allow individuals to request documents that were previously able to be withheld by law enforcement agencies. This includes any records relating to incidents where an officer discharged a gun at an individual, committed sexual assault, and incidents where an officer was found to act "dishonestly" in the investigation, reporting, and enforcement of crime or other law enforcement roles. With some exceptions, agencies are mandated to fulfill the request within 18 months, and must respond within 10 days – although a 14-day extension may be filed by the agency. Clearly, PRA requests are not new, however, they have increased in both activity and, in many cases, complexity given the areas covered by the law.

The process of fulfilling a PRA request begins when it is received. A legal assistant is assigned the request, who then enters it within an information management system to monitor and track the department's progress in completing the request. Through the same system, the Legal Unit responds to the requester and requests clarification if needed. A 14-day extension may also be sent.

The complexity and workload created by PRA requests vary extensively, ranging from narrow focuses that may only require a few hours to fulfill, to a vast and complicated request that requires significant media production and contributions from multiple units.

Given how recently the law was passed that allows for the new types of PRA requests, it is unclear how the unit's workload will evolve over the medium and long-term future. It could be suspected that there was unfilled demand for the type of information and documents that were previously withheld that is now being requested within a short time frame, although it is unlikely to diminish significantly.

The project team was provided with examples demonstrating this range, and it evident that each PRA request can have wide-ranging legal implications if the proper delineation is made between what must be restricted, redacted, and provided.

Theoretically, the staffing of the unit could be constructed as a workload-based methodology that uses the number of PRA requests and adds a time estimate per request. The PRA requests could be striated into different levels of complexity or workload involved, given the extremely wide range of staff time that a requests can represent. Ultimately, however, it is not feasible to do so at this time for a few reasons:

- **It is inherently difficult to measure PRA/SB 2421 workload** involved, given the variation in the complexity and workload involved in the requests, as well as the number of units that they create workload for.

- **Responses to SB 1421 are still evolving.** The passing of SB 1421 required SFPD to develop a number of new systems, processes, and decision checklists to better and more efficiently respond to these requests.

- **Departments are proactively being more transparent in response to the law.** Shortly before or after the law was passed, major California departments such as SFPD and LAPD created a process by which body-worn camera footage is automatically released following an officer-involved shooting.

- **Technological solutions could provide some limited relief in the long-term** as solutions to automate aspects of PRA workload, such as video production and records-gathering aspects of PRAs are developed. For instance, AI-based facial recognition in body camera video has been in the process of development for several years, and could speed up the process of video redaction when used retroactively.

As a result, the project team does not recommend conducting a workload-based staffing analysis of the Legal Unit at this time, However, as the unit evolves its processes and strategies for handling PRA requests further, these measures should be developed, both for the Legal Unit and other units impacted by the PRAs and SB 1421 requests, such as the Body Camera Unit.

Backlog trends should be monitored for capacity issues, with staffing adjustments made as needed. Long-term objectives should be set for the unit as the aforementioned factors are resolved, or otherwise become clearer.

(2) Equal Employment Opportunity (EEO)

One Sergeant reviews and investigates Equal Employment complaints for referral to Human Resources. Based on data provided by the department, the EEO Sergeant handled 35 cases as of September 4, 2019 for the calendar year. Extrapolated with a monthly average, the Sergeant could end up handling 53 cases by year-end. Turnaround times for case reviews were unavailable to estimate staffing capacity so this position has been classified as non-scalable for this assessment.

Legal Division

Unit	Position	Methodology	Curr. FTEs	Rec. FTEs
Legal	Lieutenant	**Unique/non-scalable** Manager position; does not scale directly.	1	1
	Officer	**Selective/Backlog-indicated**	1	1
	Senior Management Asst.	Staffing should be periodically evaluated as PRA and SB 1421 workloads evolve.	1	1
	Legal Assistants	Backlog trends should be monitored for capacity issues, with staffing adjustments made as needed.	4	4
	Senior Clerk		1	1
	Senior Legal Clerk		1	1
EEO	Sergeant	**Unique/non-scalable**	1	1

Recommendation: Legal Unit backlog trends should be monitored for capacity issues, with staffing adjustments made as needed.

3. Early Intervention System (EIS)

The EIS Unit operates the early warning intervention program, an information management system that automatically creates alerts when personnel are involved in events that correlate with increased risk liability. Triggers for the early warning system are shown in the following list. Unless otherwise notes, a total of any five indicators within the last six indicators crosses the threshold that creates an alert.

- Use of force (1x)
- 3x citizen complaints within 6 months or 4x within a year
- 1x Officer-involved shooting
- 1 Officer-involved discharge
- Equal opportunity complaint
- Internal affairs case
- Civil lawsuit
- Court claim
- On-duty accident
- Pursuit

The methodology for the EIS sergeant is workload-based, assigning an estimated amount of time to alert review, closing, and follow-up of an intervention is determined. The estimated time per alert is calculated from a base of 45 minutes to complete a comprehensive analysis of the alert and officer history, plus an additional average of 20 minutes to close the alert or initiate follow-up. In total, each alert represents 65 minutes of workload.

In addition, 20 hours are assumed for every PIP that is implemented, with each PIP lasting for a full year. An administrative time factor of 30% is added as well.

EIS Sergeant Workload and Staffing

# of PIPs	6
Avg. Hours/PIP	20 hours
# of Alerts/Yr.	696
Avg. Min./Alert	65 min
Subtotal-Workload	*780 hours*
Administrative Time	30%
Total Hours to Staff	**1,114 hours**
NA Hours/FTE	1,690 hours
FTE Required	**1**

Overall, at over 1,000 hours, EIS-related workloads (including all follow-up and PIP development) certainly warrant the full-time position. At this time, there is no quantitative justification for additional staff based on current workloads.

The Principal Administrative Analyst (1.0 FTE) and Senior Administrative Analyst (1.0 FTE) assigned to EIS are set as non-scalable support to the sergeant. Civilianization of the sergeant position is not recommended, as law enforcement experience greatly aids in understanding the full context of each situation and the personnel record of the individual whose alert has been generated.

EIS (Legal Division)

Position	Methodology	Curr. FTEs	Rec. FTEs
Sergeant	**Workload-based** Workload based on alerts, with time figures determined by whether it is determined that the alert should lead to the creation of a PIP, or if it should be closed.	1	1
Principal Administrative Analyst	**Selective/Non-scalable** Re-evaluate if scope of the unit's responsibilities change, or if backlogs develop.	1	1
Senior Administrative Analyst	**Selective/Non-scalable** Re-evaluate if scope of the unit's responsibilities change, or if backlogs develop.	1	1

4. Body Camera Unit

The Body Camera Unit (BCU) is responsible for retrieving, editing, redacting, and processing video footage for a number of requesting parties, including other agencies, the public, and the courts. Requests vary considerably in their scope, ranging from pulling one narrowly defined video to numerous videos over a period of time.

The workload needed to fulfill a request also depends on the party requesting video, as the standards and specifications needed for redactions and edits vary considerably. A video released to the public, for instance, will be far more heavily redacted than a video released to the Department of Police Accountability (DPA).

The number and length of videos requested is perhaps the most significant factor, however. Requests made by other agencies, for instance, typically involve pulling far more videos, resulting in longer processing times. Body Camera Unit staff were able to provide estimates for the amount of time it takes, on average, to fulfill a request by requesting party category. Overall, the average times fall within a range of 4 to 14 hours, as shown in the following table:

Body Camera Unit Workload Characteristics by Request Type

Request Type	Avg. Videos/Request	Avg. Time/Request
Civil Discovery	1.3	4 hours
DPA Non-Routine	3.7	2 hours
DPA Routine	2.7	10 hours
Inter-Agency	9.2	14 hours
Public Records	1.2	4 hours
Overall	**3.3**	**8 hours**

Overall averages are calculated from the volume of each request type, which have been annualized based on the start and end dates of the data received, Jan 1, 2019 through Sep 5, 2019, representing a total of 247 days. All workload volume figures were consequently multiplied by approximately 1.47 to match the length of one full year of data.

Using these figures and multiplying them by the average amount of time needed to complete each type of request, the total workload of the unit can be built up by adding together each of the different elements, as shown in the following table:

Body Camera Unit: Legal Assistant Staffing Calculations

Civil Discovery	# of Civil Discoveries/Yr.	275
	Avg. Time/Civil Discovery	4.0 hours
DPA Non-Routine	# of DPAs (non-routine)/Yr.	59
	Avg. Time/DPA Non-Routine	2.0 hours
DPA Routine	# of DPAs (routine)/Yr.	501
	Avg. Time/DPA Routine	10.0 hours
Inter-Agency	# of Inter-Agency Req./Yr.	250
	Avg. Time/Inter-Agency	14.0 hours
Public Records	# of Public Records Req./Yr.	301
	Avg. Time/Public Records	4.0 hours
	Total Workload	***10,929 hours***
	Administrative Time	20%
	Total Hours to Staff	**13,662 hours**
	NA Hours/FTE	1,690 hours
	FTE Required	**9**

Administrative time figures represent any workload that isn't represented by the five categories, as well as all time that isn't utilized toward the videos, including breaks, meals, meetings, email correspondence in relation to BCU requests, or anything else.

The analysis demonstrates that current staffing is adequate, but it is expected that the unit's workload will continue to evolve rapidly in the near and medium-term future, and these trends should be monitored.

The two officers assigned to the unit share workload with the legal assistants, and while the workload does not show the need for additional capacity at an overall level, BCU workload is often highly variable. As a result, workload on a particular week or period of weeks will require additional resources than the 9 demonstrated at an overall level.

The following table summarizes this information for the Body Camera Unit:

Body Camera Unit

Position	Methodology	Curr. FTEs	Rec. FTEs
Legal Assistant	**Workload-based (Group)** Workload calculated based on estimated average time needed to fulfill five different types of requests.	9	9
Officer	**Workload-based (Group)** Shares work with legal assistants, and is assumed to handle remainder of workload.	2	2

5. Internal Affairs Division

The Internal Affairs Division is comprised of three units, including Internal Affairs, Officer Involved Shooting Team, and the Brady Unit.

(1) Brady Unit

The Brady Unit is comprised of one attorney and one senior legal clerk. As of September 5, 2019, the staff had fielded 90 requests for Brady material for the year. Extrapolated on a monthly average, the unit could field around 135 cases by year-end. Due to extensive variation in the workload involved in handling a Brady request, it is not feasible to construct an overall average. Moreover, the number of miscellaneous tasks associated with the role would require a very high generalized administrative time figure. The combination of these factors would cause a workload-based overall capacity measure to not be particularly useful in examining capacity, particularly given week-to-week variation in workload.

As a result of these considerations, the attorney and senior legal clerk positions have been set as unique/non-scalable. Brady staff should monitor for backlogs and delays processing motions in the future, as these may indicate that staffing issues should be re-examined.

(2) Internal Affairs – Administrative

The unit is responsible for handling all internal affairs cases that rise to this level and are not criminal investigations. The unit's scope includes administrative review of all officer-involved shootings.

(2.1) Administrative IA Cases (Non-OIC)

Staffing needs for sergeants assigned to Internal Affairs–Administrative are determined through a **workload-based methodology**, the structure of which mirrors the calculation process that is used for units investigating criminal cases. As with many units in the Investigations Bureau, staff assigned to Internal Affairs are case-driven, following a process that takes the case through assignment, information retrieval and witness identification, interviews, and concluding with written investigative findings.

Administrative Internal Affairs investigations are different than criminal cases, however, in that subject of the investigation is generally known, interviews are scheduled in advance and are conducted in accordance with POBRA and collective bargaining agreement protocols. There is typically a union representative present. Generally statements are compelled, meaning the subject of the investigation is required answer questions. Questions are limited to policy violation allegations. Once an investigation is complete, a determination of the finding is conducted internally as is proposed discipline if warranted.

There are major differences in workload between the majority of internal affairs cases and ones regarding an officer-involved shooting, not only in complexity and depth, but in the specific timelines required for completing the investigation.

The following table provides a breakdown of the major steps involved in a typical Internal Affairs administrative investigation, having been developed from the experience of the project team – particularly the staff with experience conducting these types of investigations. As a result, our methodology of estimating investigative case time has been split into two categories, with workload for officer-involved shooting cases being reviewed separately.

It is important to stress that not every case is the same. Some cases are more complex or involve additional elements that others do not. To help represent this, the table provides both the percentage of the time that each task is completed, and *among only the cases where that task is completed*, the average amount of time needed to do so. These numbers are then multiplied together, before being added with all other rows to produce the overall average time needed to fully investigate a case.

Case Time Estimates for Administrative IA Investigations *(Non-OIS)*

Common Tasks	Processes	Avg. Time	% of Cases
Complaint Review	Determine if allegation is a policy violation. Time figure includes reviewing complaint.	**1 hour**	100%
Find relevant CAD entry, police report, video or other documentation relevant to the complaint	Determine subject(s) of allegation. Time figure includes CAD enquiry and report(s) review.	**4 hours**	100%
Interview Complainant	N/A	**1 hour**	100%
Write Complaint and Allegation(s)	Determine which policy or policies could have been violated. Includes review and report writing time.	**4 hours**	100%
Schedule subject officer Interview	Includes sending written notice within proper timelines.	**0.5 hours**	100%
Write Interview Questions	N/A	**1 hour**	100%
Conduct witness interviews	N/A	**1 hour**	80%
Conduct subject interviews	Interviews are recorded, and the time estimated includes report writing.	**4 hours**	100%
Write Investigative Finding	Includes report writing.	**8 hours**	100%
Total		**24.5 hours**	

This list is not all inclusive and does not contain all steps that may be taken. Some cases may have several witnesses. The 80% average for witness interviews is estimated based on the SFPD current 2 officer deployment so most cases would involve at least two interviews. Many cases will not require the number of hours listed, but some cases may require significantly more.

Through our experience over many studies we have found that a competent internal affair s investigator can efficiently work an average of 4 to 6 new internal affairs cases a month. Using the above available work hours this translates to approximately 24.5 hours allotted per case. This case hour analysis excludes complaint enquiries that do not result in a full investigation, as well as cases that are never assigned.

(2.2) Officer Involved Shooting (OIS) Reviews

Three investigators are directly assigned to investigate officer-involved shootings, and are organized as a distinct component of Internal Affairs. Their work in investigating these incidents encompass reviewing all the documents and investigative material from an officer involved use of deadly force. Reviews focus on policy, training, and supervision and meant to determine whether the use of force falls within policy and training. Unlike investigations, reviews do not conduct new investigations or interviews, but rely on investigations that are already completed. An OIS review can be started before other investigations are completed, but cannot be concluded until all other processes have been completed.

Case Time Estimates for Officer-Involved Shooting Reviews *(Administrative)*

Common Tasks	Processes	Avg. Time	% of Cases
Walk through of scene	As per SFPD General Orders, IAD is responsible for participating in a remote virtual walkthrough of the scene, observing the Homicide Unit.	**3 hours**	100%
Investigation Review	Determine what has transpired by reviewing the entire investigative file, all recorded video and video, conduct interviews, and other attainable information in relation to the call.	**80 hours**	100%
Internal Affairs Investigation Review	Determine what has transpired and what policies or training have a nexus to the incident.	**20 hours**	100%
Return to Duty Panel	Prepare preliminary findings and participate in the subject officer(s)’ return to duty hearing.	**8 hours**	100%
Training Practices Review	Determine what the subject has been trained applicable to the incident.	**16 hours**	100%
Policy Review	N/A	**16 hours**	100%
Consult with Subject Matter Experts	Determine if training and policies have been followed.	**8 hours**	100%

Common Tasks	Processes	Avg. Time	% of Cases
Write Report with Findings and Recommendations	Within 45 days, complete report that includes recommendations and submit it to the Chief of Police and FDRB. By 60 days, the administrative investigation must be fully completed.	**40 hours**	100%
Total		**207 hours**	

This list is not all-inclusive and does not contain every step that may be taken in a case. If a detective was only doing officer-involved shooting investigations (although this is not how they are assigned), this would equate to a capacity of about 5 to 7 new case assignments per year.

On average over the past 10 full years, SFPD has averaged around seven officer-involved shootings that are suspect involved:

SFPD Officer-Involved Shootings, 2009-2018

Year	# OIS
2009	5
2010	11
2011	8
2012	6
2013	8
2014	8
2015	9
2016	3
2017	6
2018	5
10YR Avg.	**6.9**

Using the case time metrics established previously, the average of approximately 6.9 officer-involved shootings per year represent about 1,428 hours of investigative time per year.

There are currently three investigators assigned to OIS. However, based on the case workloads of the unit, which sits on the highest end of the range for ideal caseloads, as well as the benefit of having more than one individual in the role, two investigators are required in this role.

(3) Investigative Services Detail – Criminal

Investigative Services Detail Investigations are different than criminal cases in that subject of the investigation is generally known, interviews are scheduled in advance and are conducted in accordance with a CBA and there is typically a counsel present. Officers cannot be compelled to make statements that could be used against them in a criminal proceeding, meaning the subject of the investigation is not required answer questions. If statements are compelled, they cannot be used outside of internal discipline. Once an investigation is complete it is forwarded for a determination of prosecution. We generally recommend no more than 3 to 5 cases be assigned per month.

Case Time Estimates for Criminal Internal Affairs Investigations

Common Tasks	Processes	Avg. Time	% of Cases
Complaint Review	Review of complaint and determination if allegation is a policy violation.	**1 hour**	100%
Find relevant CAD entry, police report, video or other documentation relevant to the complaint	Determine subject(s) of allegation. Time figure includes CAD enquiry and report review.	**6 hours**	100%
Surveillance	Conduct surveillance and any related intelligence gathering.	**20 hours**	70%
Interview Complainant	N/A	**1 hour**	100%
Write investigative reports	Determine if crime has been committed. Time includes report writing.	**4 hours**	100%
Consult with Prosecutor's Office	Determine if crime is prosecutable.	**2 hours**	100%
Schedule subject officer Interview	Includes sending written notice within proper timelines.	**0.5 hours**	100%
Write Interview Questions	N/A	**1 hour**	100%
Conduct witness interviews	N/A	**4 hour**	80%
Conduct subject interviews	Interviews are recorded, and time figure includes report writing.	**4 hours**	90%

Common Tasks	Processes	Avg. Time	% of Cases
Write Investigative Finding	Includes report writing)	**8 hours**	100%
Consult with Prosecutor	Determine what charges will be filled	**2 hours**	100%
Total		**46.3 hours**	

This list is not all inclusive, nor does it contain all steps that may be taken in a case. Some cases may have numerous witnesses, multiplying the time needed to conduct interviews as a result. The 80% probability listed for witness interviews is estimated based on SFPD's practice of primarily deploying two-officer cars in patrol, and so most cases would involve at least two interviews. Many cases will not require the number of hours listed, but some cases may require significantly more.

Through our experience over many studies we have found that a competent internal affairs investigator can efficiently work an average of 3 to 5 new internal criminal cases a month. Using the above available work hours this translates to approximately **46.3 hours** allotted per case. This case hour analysis excludes complaint enquiries that do not result in a full investigation.

(4) Summary of Internal Affairs Staffing

The following table summarizes the methodologies used for each unit and the number of staff currently assigned to each group:

Internal Affairs – Administrative

Unit	Position	Methodology	Curr. FTEs	Rec. FTEs
Internal Affairs: Administrative	Lieutenant	**Unique/Non-scaling** Manger position; does not scale.	1	1
	Sergeant	**Workload-based** Case-based workload metrics, divided into OIC and non-OIC Internal Affairs investigations.	9	9
	Attorney	**Workload-based** Case-based workload metrics, divided into OIC and non-OIC Internal Affairs investigations.	2	2

Unit	Position	Methodology	Curr. FTEs	Rec. FTEs
	Senior Clerk	**Non-scalable** Support position, does not directly scale with IAD caseloads.	1	1
	Senior Legal Clerk	**Non-scalable** Support position, does not directly scale with IAD caseloads.	1	1
	960/ Retiree	**Non-scalable** Support position, does not directly scale with IAD caseloads.	1	1
OIC	Sergeant	**Workload-based** Workload figures derived from case time estimates and average caseload generation for officer-involved shooting cases.	3	3
Internal Affairs: Criminal	Lieutenant	**Unique/Non-scaling** Manger position; does not scale.	1	1
	Sergeant	**Workload-based** Case-based workload metrics, divided into OIC and non-OIC Internal Affairs investigations.	8	8
	Officer	**Workload-based** Case-based workload metrics, divided into OIC and non-OIC Internal Affairs investigations.	2	2
Brady	Attorney	**Unique role, does not directly scale** If review of IAD, OIS, and DPS investigations for potential Brady material is not able to be completed in a timely manner, re-examine staffing needs.	1	1

9. Office of the Chief

(1) Unit Overview and Analytical Framework

The Office of the Chief provides administrative support to the Chief of Police and manages a variety of special projects, but is also a City department head responsible for maintaining a fiscally sound operation. Staff in the Chief's Office provide high level support for the Chief of Police in managing his/her oversight of the department and its operations.

Management positions may be discussed in narrative of staffing arrangements below, but the staffing excludes supervisory and management positions to focus on staff administering core functions in the office.

(2) Metrics and Staffing Analysis

The Chief's Office is comprised of seven full-time positions including:

- A Lieutenant who is responsible for direct oversight of the office.

- Two sworn Police Officers who triage, refer, and elevate points of contact to the Chief as appropriate. This includes fielding phone calls, emails, and in-person contact directed at the Chief in the office, as well as in public spaces. Officers also act as an escort detail for the Chief, which includes driving the Chief to events, and providing general security. Workload for these positions is not easily captured through simple workload measures, so these positions have been classified as non-scalable.

- Two Managers who manage and coordinate oversight for special projects assigned by the Chief, including projects to support the Chief as department head in liaising with legislators and administrators in City Hall and other city agencies. This may include submitting ad hoc requests for operational data and information to Staffing & Deployment, BAT, or other divisions, as well as analyzing and repackaging internally prepared data, information, and reports for the Chief's purposes. Work for these positions is complex and not captured through simple workload measures, therefore these positions have been classified as non-scalable.

- An Executive Secretary III who manages scheduling and calendaring, emails to the Chief, and other conventional administrative support assignments. Staffing is not based on workload measures, but scales to the size of the unit and the number of positions supported.

- A Clerk, which is vacant during this study, that is typically responsible for project tracking and overseeing office payroll. This position scales to the size of the unit and the number of positions supported.

Although all of the Chief's staff are non-scalable, whose productivity is not easily measured through simple workload measures, staff expressed concern over the analytical needs of the office. Staff reported that Project Managers regularly have to rely on analytical staff from other divisions or units to compile and pull data and information. As discussed in the Staffing & Deployment and BAT sections of this report, each of these units anticipate an increase in staff either through virtue of the last budget cycle, or as a recommendation from this report.

Increased staffing in these analytical divisions should increase capacity for staff to respond to requests from the Chief's Office. Before creating a separate analytical position in the Chief's Office isolated from other core analytical units, the Managers should begin monitoring and recording when and how having to request analytical support from other units impedes on the progress of projects in the Chief's Office. These variables may be used to justify future staffing needs.

The following table summarizes the staffing of the Chief's Office:

Chief's Office

Position	Methodology	Curr. FTEs	Rec. FTEs
Chief	**Unique/Non-scalable** Unique role as the executive of the agency; not scalable.	1	1
Lieutenant	**Unique/Non-scalable** Unique role as manager overseeing the Chief's Office.	2	2
Officer	**Unique/Non-scalable** Unique roles as executive officers to the Chief of Police; not scalable.	2	2
Manager	**Non-scalable** Workload driven by responsibilities for coordination and miscellaneous special projects, rendering it difficult to track workload metrics.	2	2

Position	Methodology	Curr. FTEs	Rec. FTEs
Executive Secretary	**Non-scalable** Support position; does not scale directly with workload metrics.	1	1
Clerk	**Non-scalable** Support position; does not scale directly with workload metrics.	1	1

Recommendation: Managers should begin monitoring and recording when and how having to request analytical support from other units impedes on the progress of projects in the Chief's Office, and/or other variables that may be used to justify future staffing needs.

10. Summary of Staffing Analysis Results

The following pages present a comprehensive list of each position covered in the study, providing a summary of the following:

- The number of positions of that type that are allocated and currently filled.
- The type of methodology used in the staffing analysis. If the position has been designated as having potential for workload-based staffing analysis in the future, but the metrics needed to do so are not currently tracked, this is *not* shown.
- The number of recommended positions, as a result of the staffing analysis methodology or needs-based assessment performed.
- Whether there is significant potential to convert the position from a sworn to civilian classification.

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Field Operations					
Bureau Admin.	Assistant Chief	Unique/Non-scalable	1	1	
	Deputy Chief	Unique/Non-scalable	1	1	
	Lieutenant	Unique/Non-scalable	1	1	
	Senior Clerk	Non-scalable	2	2	
	Executive Assistant	Non-scalable	1	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Crime Strategies Division	Manager	Unique/Non-scalable	1	1	
	Principal Admin. Analyst	Unique/Non-scalable	1	1	
	Senior Admin. Analyst	Ratio-based (Group)	1	8	
	Admin. Analyst	Ratio-based (Group)	8	8	
Community Engagement Division					
Administration	Commander	Unique/Non-scalable	1	1	
	PSA	Non-scalable	2	2	
	Clerk	Non-scalable	1	1	
HSOC (Field)	Captain	Unique/Non-scalable	1	1	
	Lieutenant	Unique/Non-scalable	1	1	
	Sergeant	Span of Control	4	4	
	Officer	Workload Based	32	37	
HSOC EOC	Captain	Unique/Non-scalable	1	1	
	Lieutenant	Unique/Non-scalable	1	1	
	Inspector (Sgt.)	Span of Control	1	1	
	Officer (2 are L/D)	Non-scalable	4	4	
	Dispatcher	Non-scalable	1	1	
SRO (Centralized)	Captain	Unique/Non-scalable	1	1	
	Officer (L/D)	Non-scalable	1	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
CED Youth and CE	Captain	Unique/Non-scalable	1	1	
	Lieutenant	Unique/Non-scalable	1	1	
Special Events	Sergeant	Non-scalable	1	1	
	Officer	Non-scalable	1	1	
Cadets	Sergeant	Span of Control	1	1	
	Officer	Unique/Non-scalable	1	1	
10B	Sergeant	Span of Control	1	1	
	Officer	Ratio-based (Group)	2	2	Yes
	Management Assistant	Ratio-based (Group)	0	1	
	960/Retiree	Ratio-based (Group)	2	0	
	Clerk Typist	Ratio-based (Group)	0	1	
PAL	Sergeant	Non-scalable	1	1	
	Officer	Non-scalable	2	2	
Youth & Comm. Engagement	Sergeant	Ratio-based	1	1	
	Officer	Non-scalable	8	8	Yes

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Night/Weekend Captain	Captain	Unique/Non-scalable	2	2	
(Station Keeper Impact)					
Station Keepers	Officer	Fixed coverage	0	54	
Metro Division					
Admin.	Commander	Non-scalable	1	1	
Alcohol Liaison Unit	Lieutenant	Span of control	1	1	
	Sergeant	Ratio-based (Group)	2	1	
	Officer	Ratio-based (Group)	2	2	
	Management Assistant	Non-scalable	2	1	
Bayview Station					
Captain's Staff	Captain	Unique/Non-scalable	1	1	
	Sergeant	Non-scalable	0	1	
	Officer	Ratio-based (Group)	3	3	
	Clerk	Ratio-based (Group)	1	1	
	Facilties	Ratio-based (Group)	0	1	
	Vehicle Maint. Officer	Ratio-based (Group)	1	1	
Admin.	PSA	Ratio-based (Group)	6	6	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Patrol	Lieutenant	Span of control	4	4	
	Sergeant	Span of control	14	14	
	Officer	Workload-based	74	84	
Specialized Units	Lieutenant	Span of control	1	1	
	Sergeant	Span of control	3	0	
Foot Beat/Bike	Foot Beat Officer	Ratio-based (GIS Model)	10	2	
Housing	Sergeant	Span of control	2	1	
	Officer	Workload-based	15	7	
Plainclothes	Sergeant	Span of control	1	0	
	Officer	Ratio-based (Agg.)	6	0	
SRO	SRO	Ratio-based	2	2	
Homeless	Officer	Workload-based (Agg.)	2	0	
Street Team	Sergeant	Span of control	0	1	
	Officer	Ratio and Workload Based	0	7	

Northern Station

Captain's Staff	Captain	Non-scalable	1	1	
	Sergeant	Non-scalable	1	1	
	Officer	Ratio-based (Group)	3	3	
	Clerk	Ratio-based (Group)	1	1	
	Facilities	Ratio-based (Group)	1	1	
	Vehicle Maint. Officer	Ratio-based (Group)	1	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Admin.	PSA	Ratio-based (Group)	5	6	
Patrol	Lieutenant	Span of control	4	4	
	Sergeant	Span of control	14	15	
	Officer	Workload-based	70	88	
Specialized Units	Lieutenant	Span of control	1	1	
	Sergeant	Span of control	2	2	
Foot Beat/Bike	Officer	Ratio-based (GIS Model)	17	16	
Housing	Officer	Workload-based	4	6	
Plainclothes	Officer	*(Aggregated to Street Team)*	7	0	
SRO	Officer	Ratio-based	2	2	
Homeless	Officer	*(Aggregated to Street Team)*	4	0	
Street Team	Sergeant	Span of control	0	1	
	Officer	Ratio and Workload Based	0	9	

Mission Station

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Captain's Staff	Captain	Unique/Non-scalable	1	1	
	Sergeant	Non-scalable	1	1	
	Officer	Ratio-based (Group)	4	3	
	Clerk	Ratio-based (Group)	1	1	
	Facilities	Ratio-based (Group)	1	1	
	Vehicle Maint. Officer	Ratio-based (Group)	1	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Admin.	PSA	Ratio-based (Group)	7	6	
Patrol	Lieutenant	Span of control	4	4	
	Sergeant	Span of control	14	18	
	Officer	Workload-based	76	106	
Specialized Units	Lieutenant	Span of control	1	1	
	Sergeant	Span of control	1	1	
Foot Beat/Bike	Officer	Ratio-based (GIS Model)	16	8	
Plainclothes	Officer	*(Aggregated to Street Team)*	0	0	
SRO	Officer	Ratio-based	2	2	
Homeless	Officer	*(Aggregated to Street Team)*	6	0	
Street Team	Sergeant	Span of control	0	1	
	Officer	Ratio and Workload Based	0	15	

Tenderloin Station

Captain's Staff	Captain	Non-scalable	1	1	
	Sergeant	Non-scalable	1	1	
	Officer	Ratio-based (Group)	3	3	
	Clerk	Ratio-based (Group)	0	1	
	Facilities	Ratio-based (Group)	1	1	
	Vehicle Maint. Officer	Ratio-based (Group)	1	1	
Admin.	PSA	Ratio-based (Group)	5	5	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Patrol	Lieutenant	Span of control	4	4	
	Sergeant	Span of control	15	22	
	Officer	Workload-based	83	133	
Specialized Units	Lieutenant	Span of control	2	1	
	Sergeant	Span of control	4	2	
Foot Beat/Bike	Officer	Ratio-based	12	13	
Bike	Officer	Selective/Workload-based	30	30	
Housing	Officer	Workload-based	0	2	
Plainclothes	Officer	*(Aggregated to Street Team)*	0	0	
SRO	Officer	Ratio-based	0	0	
Homeless	Officer	*(Aggregated to Street Team)*	4	0	
Park	Officer	Selective/Workload-based	2	2	
Street Team	Sergeant	Span of control	0	1	
	Officer	Ratio and Workload Based	0	8	

Park Station

Captain's Staff	Captain	Non-scalable	1	1	
	Sergeant	Non-scalable	0	1	
	Officer	Ratio-based (Group)	3	3	
	Clerk	Ratio-based (Group)	0	1	
	Facilities	Ratio-based (Group)	1	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	Vehicle Maint. Officer	Ratio-based (Group)	1	0	
Admin.	PSA	Ratio-based (Group)	4	5	
Patrol	Lieutenant	Span of control	4	4	
	Sergeant	Span of control	12	6	
	Officer	Workload-based	43	38	
Specialized Units	Lieutenant	Span of control	1	1	
	Sergeant	Span of control	0	1	
Foot Beat	Officer	Ratio-based	0	2	
Housing	Officer	Workload-based	0	3	
Plainclothes	Officer	*(Aggregated to Street Team)*	0	0	
SRO	Officer	Ratio-based	1	1	
Homeless	Officer	*(Aggregated to Street Team)*	2	0	
Park	Officer	Selective	0	0	
Street Team	Sergeant	Span of control	0	0	
	Officer	Ratio and Workload Based	0	4	
VDDU	Officer	Non-scalable	1	1	

Central Station

Captain's Staff	Captain	Non-scalable	1	1
	Sergeant	Non-scalable	1	1
	Officer	Ratio-based (Group)	4	3

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	Clerk	Ratio-based (Group)	1	1	
	Facilities	Ratio-based (Group)	0	1	
	Vehicle Maint. Officer	Ratio-based (Group)	1	1	
Admin.	PSA	Ratio-based (Group)	6	6	
Patrol	Lieutenant	Span of control	3	4	
	Sergeant	Span of control	16	17	
	Officer	Workload-based	79	99	
Specialized Units	Lieutenant	Span of control	1	1	
	Sergeant	Span of control	0	3	
Foot Beat	Officer	Ratio-based	13	24	
Housing	Officer	Workload-based	1	2	
Plainclothes	Officer	*(Aggregated to Street Team)*	4	0	
SRO	Officer	Ratio-based	1	0	
Homeless	Officer	*(Aggregated to Street Team)*	6	0	
Street Team	Sergeant	Span of control	0	1	
	Officer	Ratio and Workload Based	0	7	

Southern Station

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Captain's Staff	Captain	Non-scalable	1	1	
	Sergeant	Non-scalable	1	1	
	Officer	Ratio-based (Group)	2	3	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	Clerk	Ratio-based (Group)	1	1	
	Facilities	Ratio-based (Group)	0	1	
	Vehicle Maint. Officer	Ratio-based (Group)	0	1	
Admin.	PSA	Ratio-based (Group)	4	5	
Patrol	Captain	Non-scalable	1	1	
	Lieutenant	Span of control	4	4	
	Sergeant	Span of control	15	14	
	Officer	Workload-based	72	86	
Specialized Units	Lieutenant	Span of control	0	1	
	Sergeant	Span of control	1	2	
Foot Beat	Officer	Ratio-based	12	17	
Housing	Officer	Workload-based	1	0	
Plainclothes	Officer	*(Aggregated to Street Team)*	5	0	
SRO	Officer	Ratio-based	1	0	
Homeless	Officer	*(Aggregated to Street Team)*	6	0	
Street Team	Sergeant	Span of control	0	1	
	Officer	Ratio and Workload Based	0	11	

Southern Transbay Joint Powers Authority (TJPA)

TJPA	Lieutenant	Unique/Non-scalable	1	1
	Sergeant	Span of control	1	1

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	Officer	Fixed coverage	5	5	
Golden Gate Division					
Admin.	Commander	Non-scalable	1	1	
Richmond Station					
Captain's Staff	Captain	Non-scalable	1	1	
	Sergeant	Non-scalable	1	1	
	Officer	Ratio-based (Group)	3	3	
	Clerk	Ratio-based (Group)	0	1	
	Facilities	Ratio-based (Group)	0	1	
	Vehicle Maint. Officer	Ratio-based (Group)	0	0	
Admin.	PSA	Ratio-based (Group)	6	5	
Patrol	Lieutenant	Span of control	5	5	
	Sergeant	Span of control	13	7	
	Officer	Workload-based	50	40	
Specialized Units	Lieutenant	Span of control	0	1	
	Sergeant	Span of control	0	1	
Foot Beat	Officer	Ratio-based	6	6	
Housing	Officer	Workload-based	0	1	
Plainclothes	Officer	*(Aggregated to Street Team)*	2	0	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
SRO	Officer	Ratio-based	2	2	
Homeless	Officer	*(Aggregated to Street Team)*	4	0	
Street Team	Sergeant	Span of control	0	1	
	Officer	Ratio and Workload Based	0	5	

Ingleside Station

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Captain's Staff	Captain	Non-scalable	1	1	
	Sergeant	Non-scalable	0	1	
	Officer	Ratio-based (Group)	4	3	
	Clerk	Ratio-based (Group)	0	1	
	Facilities	Ratio-based (Group)	0	1	
	Vehicle Maint. Officer	Ratio-based (Group)	1	1	
Admin.	PSA	Ratio-based (Group)	5	5	
Patrol	Lieutenant	Span of control	4	4	
	Sergeant	Span of control	13	14	
	Officer	Workload-based	81	86	
Specialized Units	Lieutenant	Span of control	1	1	
	Sergeant	Span of control	2	2	
Foot Beat	Officer	Ratio-based	4	4	
Housing	Officer	Workload-based	8	6	
Plainclothes	Officer	*(Aggregated to Street Team)*	5	0	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
SRO	Officer	Ratio-based	3	2	
Homeless	Officer	*(Aggregated to Street Team)*	1	0	
Street Team	Sergeant	Span of control	0	1	
	Officer	Ratio and Workload Based	0	7	

Taraval Station

Captain's Staff	Captain	Non-scalable	1	1	
	Sergeant	Non-scalable	1	1	
	Officer	Ratio-based (Group)	2	3	
	Clerk	Ratio-based (Group)	1	1	
	Facilities	Ratio-based (Group)	1	1	
	Vehicle Maint. Officer	Ratio-based (Group)	1	1	
Admin.	PSA	Ratio-based (Group)	6	6	
Patrol	Lieutenant	Span of control	4	4	
	Sergeant	Span of control	12	11	
	Officer	Span of control	63	65	
Specialized Units	Lieutenant	Span of control	1	1	
	Sergeant	Span of control	1	1	
Foot Beat/Bike	Foot/Bike Officer	Ratio-based	5	4	
Housing	Housing Officer	Workload-based	0	0	
Plainclothes	Plainclothes Officer	*(Aggregated to Street Team)*	7	0	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
SRO	SRO	Ratio-based	2	4	
Homeless	Officer	*(Aggregated to Street Team)*	2	0	
Street Team	Street Team Sergeant	Span of control	0	1	
	Street Team Officer	Ratio and Workload Based	0	5	

Field Operations (SIT)

Station Investigation Teams

Bayview SIT	Lieutenant	Span of control	1	1
	Sergeant	Workload-based	3	3
	Officer	Ratio-based	2	1
	PSA	Ratio-based	0	1
	Cadet	Non-scalable	0.5	0.5
Southern SIT	Lieutenant	Span of control	1	1
	Sergeant	Workload-based	4	5
	Officer	Ratio-based	2	1
	PSA	Ratio-based	1	1
Northern SIT	Lieutenant	Span of control	1	1
	Sergeant	Workload-based	4	4
	Officer	Ratio-based	1	1
	PSA	Ratio-based	1	1

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	Officer (L/D)	Non-scalable	2	2	
Mission SIT	Lieutenant	Span of control	1	1	
	Sergeant	Workload-based	5	5	
	Officer	Ratio-based	1	1	
	PSA	Ratio-based	1	1	
Tenderloin SIT	Lieutenant	Span of control	1	1	
	Sergeant	Workload-based	3	3	
	Officer	Ratio-based	2	1	
	PSA	Ratio-based	0	1	
	Officer (L/D)	Non-scalable	1	1	
Park SIT	Lieutenant	Span of control	1	1	
	Sergeant	Workload-based	2	2	
	Officer	Ratio-based	0	1	
	PSA	Ratio-based	1	1	
Central SIT	Lieutenant	Span of control	1	1	
	Sergeant	Workload-based	4	4	
	Officer	Ratio-based	0	1	
	PSA	Ratio-based	0	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Richmond SIT	Lieutenant	Span of control	1	1	
	Sergeant	Workload-based	1	1	
	Officer	Ratio-based	0	1	
	PSA	Ratio-based	0	1	
Ingleside SIT	Lieutenant	Span of control	1	1	
	Sergeant	Workload-based	4	4	
	Officer	Ratio-based	1	1	
	PSA	Ratio-based	0	1	
Taraval SIT	Lieutenant	Span of control	1	1	
	Sergeant	Workload-based	3	3	
	Officer	Ratio-based	1	1	
	PSA	Ratio-based	0	1	

Special Operations

Administration

Admin.	Deputy Chief	Unique/Non-scalable	1	1
	Exec. Secretary II	Non-scalable	1	1

Municipal Transportation Agency

MTA (CBOR)	Commander	Non-scalable	1	1

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	Senior Clerk	Ratio-based	1	2	
MTA Muni Enforcement Team	Lieutenant	Non-scalable	1	2	
Muni Response Team (MRT)	Sergeant	Span of control	1	6	
	Officer	Ratio-based	8	51	
Muni Task Force (MTF)	Sergeant	Span of control	1	1	
	Officer	Ratio-based	6	6	
MTA K9 Team	Sergeant	Span of control	1	0	
	Officer	Fixed coverage	4	0	
Traffic Company					
Traffic (Motors)	Captain	Non-scalable	1	1	
	Lieutenant	Non-scalable	2	2	
	Clerk Typist	Ratio-based	1	1	
	Sergeant	Span of control	5	6	
	Officer	Workload Based	44	45	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Tactical Company					
Tactical Company Admin.	Captain	Non-scalable	1	1	
	Clerk Typist	Ratio-based	1	1	
SWAT Team	Lieutenant	Non-scalable	2	1	
	Sergeant	Span of control	4	4	
	Officer	Non-scalable	27	28	
EOD Unit	Sergeant	Span of control	2	1	
	Officer	Fixed coverage	7	7	
K9 Unit (Citywide)	Sergeant	Span of control	1	3	
	Officer	Fixed coverage	6	19	
Mounted Unit	Sergeant	Span of control	1	1	
	Officer	Fixed coverage	5	5	
Honda Unit	Lieutenant	Non-scalable	1	1	
	Sergeant	Span of control	4	3	
	Officer	Fixed coverage	24	24	
Homeland Security Unit					
Admin.	Captain	Non-scalable	1	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	Clerk Typist	Ratio-based	1	1	
Marine Unit	Sergeant	Span of control	2	1	
	Officer	Fixed coverage	7	7	
Homeland Security Unit	Sergeant	Non-scalable	0	1	
	Officer	Non-scalable	1	1	
Dept. Ops. Center	Lieutenant	Non-scalable	1	1	
	Sergeant	Non-scalable	4	4	
	Officer	Non-scalable	25	25	Yes
	PSA	Non-scalable	7	7	
Urban Area Security Initiative					
UASI	Captain	Non-scalable	1	1	
	Lieutenant	Non-scalable	1	1	
	Principal Admin. Analyst	Non-scalable	1	1	

Administration

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Bureau Admin.	Deputy Chief	Unique/Non-scalable	1	1	
	Sergeant	Non-scalable	1	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Fleet and Facilities					
Administration	Captain	Unique/Non-scalable	1	1	
Facilities	Bldg. and Grounds Maint. Superintendent	Span of Control	1	1	
	Maintenance Planner	Span of control	1	1	
	Facility Coordinator	Ratio-based	10	16	
Fleet	Fleet Manager	Span of control	1	1	
	Auto Mechanic Supervisor	Span of control	1	1	
	Vehicle Maint. Officer	Ratio-based	14	17	
Training Division					
Administration	Captain	Unique/Non-scalable	1	1	
	Secretary II	Non-scalable	1	1	
Basic Recruit Course	Lieutenant	Unique/Non-scalable	1	1	
	Sergeant	Ratio-based	1	1	
	Officer	Ratio-based	1	1	
RTO	Officer	Ratio-based	5	6	
PT/DT	Sergeant	Ratio-based	1	1	
	Officer	Ratio-based	4	4	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	PT Coordinator	Ratio-based	0	1	
EVOC	Sergeant	Ratio-based	1	1	
	Officer	Ratio-based	2	2	
Report Writing	Sergeant	Unique/Non-scalable	1	1	
	960/Retiree	Non-scalable	1	1	
Range	Sergeant	Unique/Non-scalable	1	1	
	Officer	Ratio-based	9	10	
Field Training Office	Lieutenant	Ratio-based	1	1	
	Sergeant	Ratio-based	1	1	
	Officer	Ratio-based	2	2	
	Clerk Typist	Non-scalable	1	1	
Professional Dev.	Lieutenant	Unique/Non-scalable	1	1	
	Sergeant	Span of control	1	1	
	Sergeant	Selective	1	1	
	Officer	Selective/Non-scalable	2	2	
	Management Assistant	Non-scalable	3	3	
	Media Production Tech.	Non-scalable	3	3	
	960/Retiree	Non-scalable	1	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Field Tactics/Force Options	Lieutenant	Span of control	1	1	
	Sergeant	Selective/Non-scalable	2	2	
	Officer	Selective/Non-scalable	2	2	
	960/Retiree	Selective/Non-scalable	1	1	
Staff Services					
Administration	Captain	Unique/Non-scalable	1	1	
	Lieutenant	Span of control	1	1	
	Secretary	Non-scalable	1	1	
Staffing & Deployment	Lieutenant	Span of Control	1	1	
	Sergeant	Non-scalable	2	2	
	Officer	Non-scalable	1	1	
	Senior Admin. Analyst	Selective	1	2	
Personnel	HR Manager	Unique/Non-scalable	1	1	
	Senior HR Analyst	Ratio-based (Group)	3	3	
	HR Analyst	Ratio-based (Group)	2	2	
	Business Analyst	Ratio-based (Group)	1	1	
	Personnel Technician	Ratio-based (Group)	1	1	
	Personnel Clerk	Ratio-based (Group)	2	2	
	Senior Clerk	Ratio-based (Group)	1	1	
	Clerk	Ratio-based (Group)	1	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	960/Retiree	Non-scalable	–	–	
Payroll	Payroll Manager	Unique/Non-scalable	1	1	
	Chief Payroll Clerk	Span of control	1	1	
	Senior Payroll Clerk	Ratio-based	7	7	
	Clerk Typist	Ratio-based	1	1	
Backgrounds	Sergeant	Span of control	1	2	
	Officer	Workload-based	4	0	**Yes**
	Background Investigator	Workload-based	0	6	
	Principal Clerk	Selective/Non-scalable	1	1	
	Clerk Typist	Selective/Non-scalable	2	2	
	960/Retiree	Workload-based	19	19	
Recruitment	Sergeant	Span of control	1	1	
	Officer	Ratio-based	3	4	
	Senior Clerk	Ratio-based	1	1	
	Recruiter (PT)	Ratio-based	1	1	
Medical Liaison	Sergeant	Span of control	1	0	**Yes**
	Safety Officer	Span of control	0	1	
	Physician Specialist	Non-scalable	1	1	
	EEO Senior Specialist	Non-scalable	1	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	Benefits Technician	Non-scalable	1	1	
	Clerk	Ratio-based	1	1	
Behavioral Science Unit	Sergeant	Non-scalable	1	1	
	Officer	Non-scalable	1	1	
	Chaplain	Non-scalable	1	1	
Crime Information Services Unit					
CISU Records Admin.	Captain	Unique/Non-scalable	0.5	0.5	
	Lieutenant	Unique/Non-scalable	1	1	
	Sergeant	Span of control (Group)	2	2	
	Chief Clerk	Span of control (Group)	2	2	
	Secretary II	Non-scalable	1	1	
Report Request Team	Senior Clerk	Workload-based (Group)	9	9	
	Clerk Typist	Workload-based (Group)	6	6	
Mailroom	Clerk Typist	Unique/Non-scalable	1	1	
Firearms	Officer	Workload-based (Group)	2	0	**Yes**
	Sr. Clerk Typist	Workload-based (Group)	4	4	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Outside Agency Requests	Senior Clerk	Workload-based (Group)	1	1	
	Clerk Typist	Workload-based (Group)	1	1	
Data Entry Team	Clerk Typist	Workload-based (Group)	5	5	
LIAS	Clerk Typist	Workload-based (Group)	5	5	
External Background Requests	Office Assistant	Workload-based (Group)	1	1	
Property Control					
Property Control Admin.	Captain	Unique/Non-scalable	0.5	0.5	
	Lieutenant	Unique/Non-scalable	1	1	
	Sergeant	Span of control	2	2	**Yes**
	Account Clerk	Non-scalable	1	1	
Front Counter (PC)	Officer	Workload-based	2	2	**Yes**
	Storekeeper	Workload-based	4	6	
Firearms (PC)	Officer	Workload-based	2	1	**Yes**
	Storekeeper	Workload-based	2	1	
Narcotics (PC)	Officer	Workload-based	2	2	**Yes**

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Lost and Found	Storekeeper	Unique/Non-scalable	1	1	
Parcel Returns	Storekeeper	Unique/Non-scalable	1	1	
Holds and Destructions	Sergeant	Workload-based	1	1	**Yes**
	960/Retiree	Workload-based	8	8	
Uniforms/Disb. of Equipment	Storekeeper	Ratio-based	2	2	
Overflow Warehouse	Storekeeper	Workload-based/Backlog	5	5	
	960/Retiree	Workload-based/Backlog	6	6	

Chief of Staff

Administration	Commander	Unique/Non-scalable	1	1	
Strategic Communications					
Media Relations Unit	Director	Unique/Non-scalable	1	1	
	Sergeant	Span of control	1	1	
	Officer	Non-scalable	4	3	**Yes**
	Office Manager	Non-scalable	1	1	
	Webmaster	Non-scalable	0	1	
	Social Media Manager	Non-scalable	1	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	Videographer (PT)	Non-scalable	1	1	
	960/Retiree	Non-scalable	1	1	
Policy and Public Affairs					
	Director	Unique/Non-scalable	1	1	
	Management Analyst	Selective/non-scalable	0	2	
Office of Risk Management					
Administration	Commander	Unique/Non-scalable	1	1	
	Captain	Unique/Non-scalable	1	1	
Legal Division	Lieutenant	Span of control	1	1	
	Sergeant	Workload-based	3	3	
	Secretary II	Non-scalable	1	1	
Court Liaison					
CL – Admin	Sergeant	Span of control	1	1	
CL – Legal Counsel	Legal Counsel	Unique/Non-scalable	1	1	
	Paralegal	Unique/Non-scalable	1	1	
CL – Counter & W. Supoenas	Senior Clerk	Selective/Non-scalable	1	2	
CL – Traffic Subpoenas	Officer	Ratio-based (Group)	1	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	Senior Clerk	Ratio-based (Group)	1	1	
CL – Records Subp.	Senior Clerk	Workload-based/Unique	1	1	
CL – Payroll/Floater	Officer	Unique/Non-scalable	1	1	
Legal Unit	Officer	Selective/Backlog	1	1	
	Senior Mgmt. Asst.	Selective/Backlog	1	1	
	Legal Assistant	Selective/Backlog	4	4	
	Senior Clerk	Selective/Backlog	1	1	
	Senior Legal Clerk	Selective/Backlog	1	1	
EEO	Sergeant	Unique/Non-scalable	1	1	
Early Intv. Systems	Sergeant	Workload-based	1	1	
	Principal Admin. Analyst	Selective/Non-scalable	1	1	
	Senior Admin. Analyst	Selective/Non-scalable	1	1	
Body Camera Unit	Legal Assistant	Workload-based (Group)	9	2	
	Officer	Workload-based (Group)	2	2	
IAD – Administrative	Lieutenant	Unique/Non-scalable	1	1	
	Sergeant	Workload-based	9	9	
	Attorney	Workload-based	2	2	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	Senior Clerk	Non-scalable	1	1	
	Senior Legal Clerk	Non-scalable	1	1	
	960/Retiree	Non-scalable	1	1	
OIC	Sergeant	Workload-based	3	3	
IAD – Criminal	Lieutenant	Span of control	1	1	
	Sergeant	Workload-based	8	8	
	Officer	Workload-based	2	2	
Brady Unit	Attorney	Non-scalable	1	1	

Strategic Management

Administration

Bureau Admin.	Executive Director	Span of control	1	1
	Assistant	Support position	1	1

Fiscal Division

Administration	Chief Financial Officer	Unique/Non-scalable	1	1
Supplies Unit	Senior Storekeeper	Span of control	1	1
	Storekeeper	Ratio-based	2	2

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	Sr. Clerk Typist	Ratio-based	1	1	
Accounting Unit	Accounting Manager	Span of control	1	1	
	Accountant III	Ratio-based	2	2	
	Accountant II	Ratio-based	1	1	
	Senior Account Clerk	Ratio-based	3	3	
Grants Unit	Manager	Span of control	1	1	
	Admin. Analyst	Non-scalable	2	2	
Budget	Manager	Non-scalable	1	1	
	Budget Analyst	*Selective*	0	1	
Contracts	Admin. Analyst	Non-scalable	1	1	
Technology Division					
Administration	Chief Information Officer	Unique/Non-scalable	1	1	
	Secretary	Non-scalable	1	1	
Technical Services & Support	IT Project Director	Span of control	1	1	
	IT Ops. Support Admin. IV	Needs-based assessment	4	4	
	IT Ops. Support Admin. III	Needs-based assessment	4	10	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	IT Ops. Support Admin. II	Needs-based assessment	1	1	
	Officer	Needs-based assessment	2	2	Yes
	960/Retiree	Selective	1	1	
Architecture and Operations	IS Project Director	Span of control	1	1	
	IS Engineer – Principal	Needs-based assessment	2	2	
	IS Engineer – Senior	Needs-based assessment	5	9	
	IS Engineer – Journey	Needs-based assessment	1	1	
App. and Business Intelligence	Manager V	Span of control	1	1	
	IS Programmer Analyst – Sr.	Needs-based assessment	8	11	
	IS Programmer Analyst	Needs-based assessment	2	2	
	IS Business Analyst – Principal	Needs-based assessment	2	2	
	IS Business Analyst – Sr.	Needs-based assessment	1	1	
	IS Engineer – Senior	Needs-based assessment	1	1	
	IS Project Director	Needs-based assessment	1	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Project Management Office	Manager V	Span of control	1	1	
	Project Manager	Needs-based assessment	2	5	
	IS Business Analyst – Sr.	Needs-based assessment	1	2	
	IS Business Analyst	Needs-based assessment	1	1	

Professional Standards

Administration	Captain	Unique/Non-scalable	1	1	
	Lieutenant	Unique/Non-scalable	1	1	Yes
Staff Inspections	Sergeant	Span of control	1	1	
	Officer	Non-scalable	2	2	
	Senior Admin. Analyst	Non-scalable	2	2	
Written Directives	Sergeant	Span of control	1	1	Yes
	Officer	Non-scalable	1	1	Yes
	Management Assistant	Non-scalable	1	1	
Business Analysis Team	Program Manager	Span of control	1	1	
	Senior Admin. Analyst	Non-scalable	4	4	
	Admin. Analyst	Non-scalable	1	1	
Compliance Support	Sergeant	Span of control	1	1	
	Officer	Non-scalable	7	7	Yes
	Senior Admin. Analyst	Non-scalable	0	2	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?

Investigations Bureau

Bureau Admin.	Deputy Chief	Unique/Non-scalable	1	1	
Admin.	Commander	Unique/Non-scalable	1	1	
	Sergeant	Unique/Non-scalable	1	1	
	PSA	Non-scalable	1	1	
	(Payroll) Clerk	Non-scalable	1	1	

General Crimes

Admin.	Captain	Unique/Non-scalable	1	1	
Narcotics	Lieutenant	Non-scalable	1	1	
	Sergeant	Span of control	4	2	
	Officer	Ratio Based	12	12	
	960/Retiree	Non-scalable	1	1	
	(Payroll) Clerk	Non-scalable	1	1	
Burglary / Theft	Lieutenant	Span of control	1	1	
	Sergeant	Workload-based	22	26	
	Officer	Workload-based	1	1	
	PSA	Non-scalable	1	1	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	960/Retiree	Non-scalable	1	1	
Special Victims					
Admin.	Captain	Unique/Non-scalable	1	1	
	(Payroll) Clerk	Ratio-based	4	4	
Traffic Collision (TCIU)	Lieutenant	Span of control	1	1	
	Sergeant	Workload-based	6	8	
PIT (Sex Assault, Child Abuse, DV)	Lieutenant	Span of control	2	3	
	Sergeant	Workload-based	28	20	
ICAC	Sergeant	Workload-based	3	3	
Stalking	Sergeant	Workload-based	1	1	
Elder Abuse	Sergeant	Workload-based	1	1	
290 Registrants	Sergeant	Workload-based	2	2	
Financial Crimes	Lieutenant	Span of control	1	1	
	Sergeant	Workload-based	5	8	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Missing Person	Criminalist	Workload-based	1	1	
Human Trafficking	Sergeant	Workload-based	4	3	
Sex Crime Cold Case	Sergeant	Workload-based	2	3	
Major Crimes					
Admin.	Captain	Non-scalable	1	1	
	(Payroll) Clerk	Ratio-based	3	3	
Homicide	Lieutenant	Span of control	1	2	
	Sergeant	Workload-based	18	18	
Robbery	Lieutenant	Span of control	1	2	
	Sergeant	Workload-based	14	16	
	Officer	Workload-based	2	2	
	960/Retiree	Non-scalable	1	1	
Night Investigations	Lieutenant	Span of control	1	1	
	Sergeant	Workload-based	8	8	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Gang Task Force	Lieutenant	Non-scalable	1	1	
	Sergeant	Workload-based	15	7	
	Officer	Non-scalable	1	1	
	PSA	Non-scalable	2	2	
CGIC					
CGIC (Gun Unit)	Lieutenant	Unique/Non-scalable	1	1	
	Sergeant	Workload-based	2	2	
	Officer	Workload-based	2	2	
	960/Retiree	Non-scalable	3	3	
	ATF Analyst	Non-scalable	–	–	
	ATF Agent	Non-scalable	–	–	
Forensic Services Division					
Admin	Director	Non-scalable	1	1	
Crime Lab	Manager	Span of control	1	1	
	Manager IV	Span of control	1	1	
	DNA Supervision	Span of control	3	3	
	Criminalist II	Workload-based	16	17	
Firearms	Supervisor-Crim III	Span of control	1	1	
	Criminalist II	Workload-based	3	3	
	Criminalist I	Workload-based	2	3	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
	PSA	Workload-based	2	2	
	CGIC	Workload-based	1	1	
Forensic Alcohol	Supervisor-Crim III	Span of control	1	1	
	Criminalist II	Workload-based	1	1	
	Criminalist I	Workload-based	1	1	
Quality Assurance	Supervisor-Crim III	Workload-based	1	1	
Crime Scene Investigations	Tech Mgr. (CSIU)	Span of control	1	1	
	Tech Mgr. (Latents)	Span of control	1	1	
	Supervisor	Span of control	3	3	Yes
	CSIU Tech	Fixed coverage	18	18	Yes
MEU	Supervisor	Span of control	1	1	Yes
	CSIU Tech	Workload-based	4	4	Yes
SVFL	Supervisor	Span of control	1	1	Yes
	Tech	Workload-based	1	1	Yes
Photo Lab	Supervisor	Span of control	1	1	Yes
	Officer	Workload-based	2	4	Yes

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Forensic Artist	Forensic Artist	Workload-based	1	1	
ID - ABIS	Supervisor	Span of control	1	1	
	Techs (FP)	Workload-based	18	18	
	Clerk	Span of control	8	12	
Special Investigations Division					
Administration	Captain	Non-scalable	0	1	
	Lieutenant	Non-scalable	1	1	
	Clerk	Ratio-based	1	1	
	960/Retiree	Non-scalable	1	1	
Main Office	Sergeant	Non-scalable	7	7	
NCRIC	Sergeant	Non-scalable	1	1	
	Officer	Non-scalable	1	1	**Yes**
Arson Task Force	Sergeant	Non-scalable	3	3	
Technical Services Unit	Sergeant	Non-scalable	2	2	
	Officer	Non-scalable	5	5	

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
US Marshall's Task Force	Sergeant	Non-scalable	1	1	
Mayor's Security	Sergeant	Span of control	1	1	
	Officer	Non-scalable	8	8	

Chief's Office

Bureau/Section/Unit	Position	Methodology Type	Curr. #	Rec. #	Civ. Opp.?
Chief's Office	Chief of Police	Unique/Non-scalable	1	1	
	Lieutenant	Non-scalable	1	1	
	Manager	Non-scalable	2	2	
	Officer	Non-scalable	2	2	
	Executive Secretary	Non-scalable	1	1	
	Clerk	Non-scalable	1	1	