

**CITY & COUNTY OF SAN FRANCISCO**

**Office of the Controller**

City Services Auditor, City Performance

# City Services Benchmarking: Police Staffing

**June 10, 2015**



**CONTROLLER'S OFFICE  
CITY SERVICES AUDITOR**

The City Services Auditor was created within the Controller's Office through an amendment to the City Charter that was approved by voters in November 2003. Under Appendix F to the City Charter, the City Services Auditor has broad authority for:

- Reporting on the level and effectiveness of San Francisco's public services and benchmarking the city to other public agencies and jurisdictions.
- Conducting financial and performance audits of city departments, contractors, and functions to assess efficiency and effectiveness of processes and services.
- Operating a whistleblower hotline and website and investigating reports of waste, fraud, and abuse of city resources.
- Ensuring the financial integrity and improving the overall performance and efficiency of city government.

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# City Services Benchmarking: Police Staffing

## CITY AND COUNTY OF SAN FRANCISCO

OFFICE OF THE CONTROLLER

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### Summary

The City and County of San Francisco Charter requires the City Services Auditor (CSA) to monitor the level and effectiveness of City services. Specifically, CSA shall review performance and cost benchmarks and conduct comparisons of the cost and performance of San Francisco City government with other cities, counties, and public agencies performing similar functions.

This report compares police staffing of San Francisco to that of nine other peer city's police departments. We developed and sent surveys to 15 identified peers and received responses from the following police departments:

- Austin, TX
- Chicago, IL
- Dallas, TX
- Denver, CO
- Minneapolis, MN
- Oakland, CA
- Portland, OR
- San Diego, CA
- Seattle, WA

The analysis in this report is based on survey responses from peer police departments, U.S. Census data, and federally-reported crime data.

### Population and Crime

From 2004 to 2014, the resident population of San Francisco increased almost 12 percent. During the same time period the number of San Francisco Police Department (SFPD) sworn officers decreased three percent. The rate of sworn officers per 100,000 residents declined 13 percent from 265 sworn officers per 100,000 residents in 2004 to 230 sworn officers in 2014.

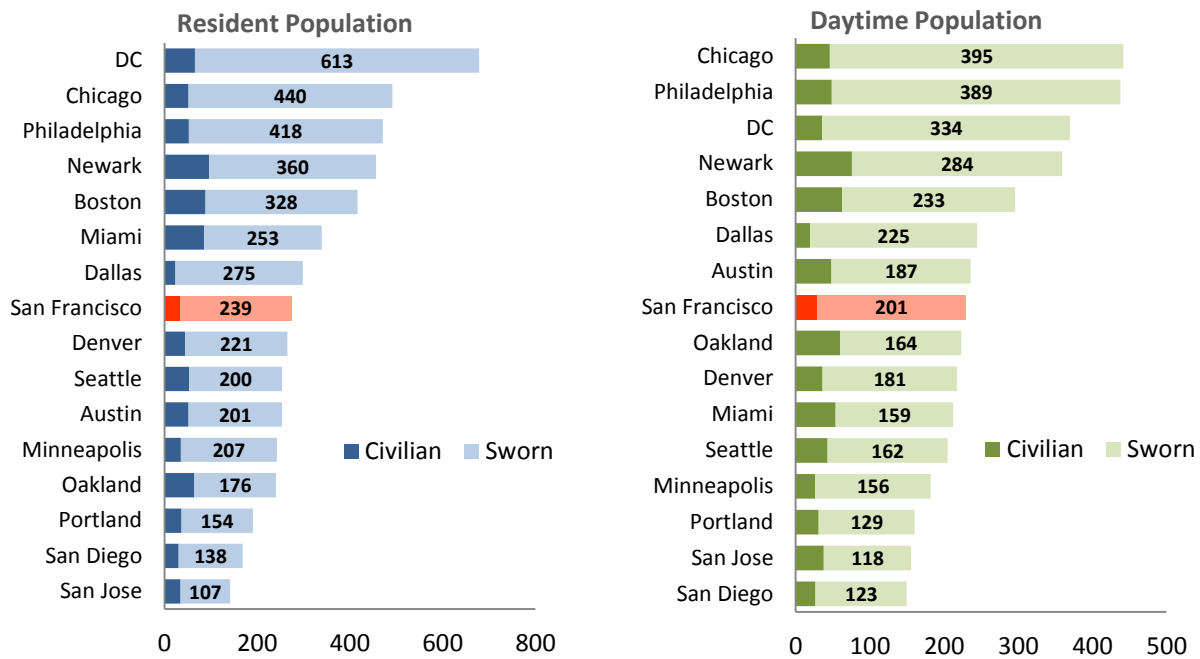
San Francisco's total crime rate (violent and property) per resident and daytime population in 2013 was second highest among its survey peers. While San Francisco's violent crime rate falls in the middle of its peers and is only slightly above the national average for cities with populations over 350,000, its property crime rate is second highest, only lower than Oakland, in the survey group.

### Police Staffing Levels

San Francisco's sworn staffing levels per 100,000 residents (239 officers) and daytime population (201 officers) are lower than the peer group averages (271 and 215 officers, respectively). San Francisco is the most densely populated city within the peer group and is relatively densely staffed by sworn officers per square mile. Compared to peers, however, San Francisco falls below the peer trend line for number of sworn officers per square mile.

However, as seen in the chart on the next page, there is a wide range of staffing levels per 100,000 residents and daytime population in the peer survey group. Chicago, Philadelphia, and Washington DC have significantly higher sworn staffing levels than most other peers and San Francisco; San Jose, San Diego, and Portland have the lowest staffing levels in the peer survey group.

**San Francisco's Sworn Staffing Levels per 100,000 Resident and Daytime Population fall in the middle of the peer group but below the peer average**



Source: FBI UCR, U.S. Census Bureau, Peer Survey

Police departments utilize civilian staff for non-policing, technical, and administrative functions. San Francisco has 0.14 civilians for every one sworn officer, lower than most peers as well as the national average for cities with populations over 350,000 (0.29 civilians per one sworn officer.)

**Police Staffing Spending**

While San Francisco has the highest average salary and benefits per sworn officer, \$174,799, it is only third highest when this average is adjusted by the Cost of Living Index. San Francisco's overtime spending for civilian and sworn staffing falls in the middle of the peer group. SFPD's worker's compensation spending per civilian and sworn staff is higher than its peers, though its workers' compensation spending as a percent of salary spending is third highest.

**Other Police Staffing Metrics**

San Francisco is among the middle number of Priority A and Priority B calls per resident and has a slightly lower number of Priority A calls per sworn officer compared to peers. San Francisco is the only police department in the peer group that responded to the survey who employs relatively more Hispanic or Latino staff than there are Hispanic or Latino residents in the City (+.04 percent difference). Though San Francisco has a proportionally larger Asian or Pacific Islander resident population than other peer cities, SFPD's largest differential of police race to resident race is in this category (-11.6 percent difference).

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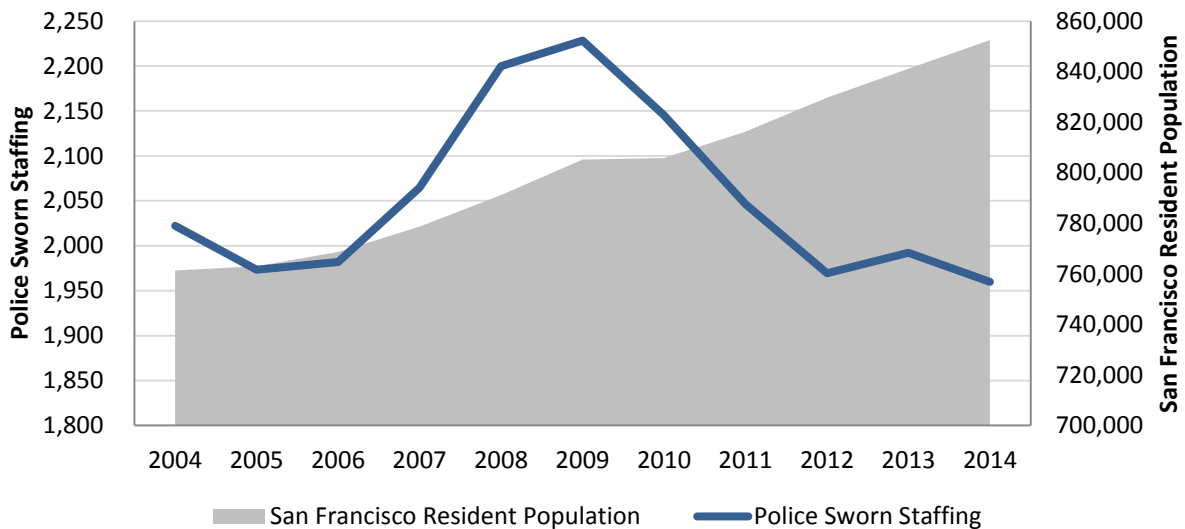
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# 1. INTRODUCTION

## *San Francisco Police Staffing, Population, and Crime Trends 2003-2014*

San Francisco’s resident population increased almost 12 percent from 2004 to 2014 while the number of police sworn staffing decreased three percent during the same time period. Police sworn staffing is defined by the number of San Francisco Police Department (SFPD) sworn personnel less the number of SFPD sworn personnel assigned to the Airport.

**Exhibit 1** *San Francisco Resident Population Compared to Police Sworn Staffing*



*Source: U.S. Census Bureau, SFOpenBook*

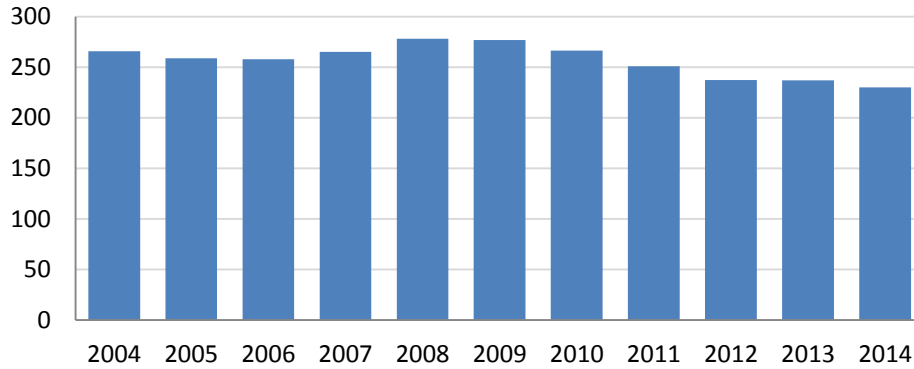
The San Francisco Charter mandates a minimum police staffing baseline of not less than 1,971 sworn full-duty officers. The Charter-mandated minimum staffing level may be reduced in cases where civilian hires result in the return of full-duty officers to active police work, pursuant to Charter Section 16.123, which provides that the Mayor and the Board may convert a required position from a sworn officer to a civilian through the budget process. A number of civilian positions have been added since the Charter amendment was passed, however, no formal certification has been approved by the Police Department.

Total sworn staffing levels displayed in Exhibit 1 include sworn personnel who are not assigned to field duties, such as those at the Academy, on administrative duty, on unpaid leave, and other reasons. These sworn positions are typically excluded for purposes of determining minimum staffing levels as defined in the Charter. In Fiscal Year (FY) 2013-14, SFPD had 1,960 sworn officers, down from 2,022 in FY 2003-04.

San Francisco’s minimum police staffing mandate is somewhat unique compared to peers. Of the peers who responded to the survey administered for the analysis in this report, only one, Oakland, reported having a mandated minimum.

To see how the relative number of sworn staffing has changed over time in relation to population changes, Exhibit 2 shows the number of sworn staffing per 100,000 residents from 2004 to 2014. Over this time period, sworn staffing per 100,000 residents has decreased by 13 percent.

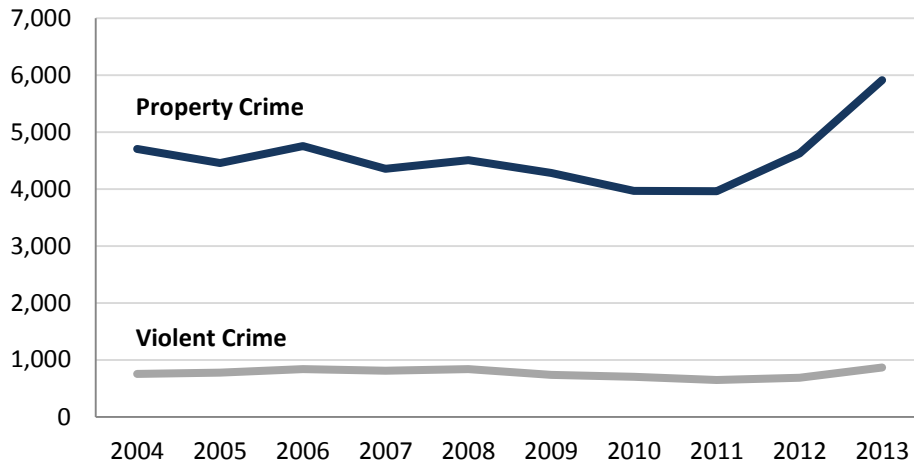
**Exhibit 2** Police Sworn Staffing per 100,000 Residents



Source: U.S. Census Bureau, SFOpenBook

From 2004 to 2013<sup>1</sup>, crime rates have fluctuated though property crime per 100,000 residents increased significantly from 2011 to 2013.

**Exhibit 3** Violent and Property Crime Rates per 100,000 Residents in San Francisco



Source: U.S. Census Bureau, FBI UCR

<sup>1</sup> Crime rates for 2014 were not available from the FBI's Uniformed Crime Reports at the time of this analysis.



## *Benchmarking Methodology*

### **Data sources**

The data for this benchmarking study comes from three sources:

1. Unified Crime Reporting System: The Uniform Crime Reports (UCR) are official data on crime in the United States, published by the Federal Bureau of Investigation. For this analysis, we used 2012-13 data, which is the most recent complete year of UCR data available. Only preliminary data for the first six months of 2014 had been published at the time of this analysis.
2. United States Census (the Census): The U.S. Census provided the demographic numbers for 2013. Resident population is from the Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2014, U.S. Census Bureau, Population Division. Daytime population is from the 2006-2010 5-year American Community Survey Estimates, U.S. Census Bureau, and an estimated additional population to account for tourism. This additional tourism estimate is based on the number of available hotel rooms in a jurisdiction, from PKF Hospitality Research, and an assumption of 1.8 people per room and a 75 percent occupancy rate.
3. Self-reporting by peer agencies: The project team developed and sent surveys to 15 peer police agencies and nine agencies responded. Additional data and survey response clarification was gathered through email and phone calls. Data gathered in the survey (e.g., staffing levels, spending, and special events) reflects Fiscal Year 2013-14. The year-over-year change in crime and population would not significantly affect staffing or spending between years (or vice versa); thus, the survey asks for the most recent departmental information that is available.

### **Peer agency selection**

The Controller's Office has developed a "likeness score" methodology in order to select cities most similar to San Francisco for benchmarking analyses. Peer agencies were chosen based on several screening and grouping factors (detailed below). Screening factors were used to screen agencies in or out of the peer group, based on yes/no questions. Grouping factors were used to then calculate likeness scores which compared each police department's similarity (percent difference) to the San Francisco Police Department (SFPD). Grouping factors were all weighted equally in calculating a percent difference.

The Controller's Office surveyed the cities with likeness scores ranking in the top 12, in addition to any California cities which fall in the likeness score top 20 (San Diego) or are major Bay Area cities (Oakland and San Jose). Two exceptions were excluding Sacramento, CA and including Chicago, IL in the survey.

### *Screening Factors*

- Municipal Police Department (yes/no)
- Metro Center (daytime population > resident population) (yes/no)
- Large City (resident population > 100,000) (yes/no)

*Grouping Factors*

- Resident population
- Daytime population (population present during 9 am – 5 pm Mon-Fri, due to commuting)
- Population density (resident population per square mile)
- UCR violent crime per 100,000 residents
- UCR property crime per 100,000 residents

**Police functions comparison considerations**

To ensure that this analysis compares functions commonly performed by police departments, the Controller’s Office removed certain functional areas, such as 9-1-1 call centers, parking enforcement, and airport services. To accomplish this apples-to-apples comparison, we reduced staff numbers and spending accordingly. When possible, we reduced spending by the exact amount per functional area; when peers only provided staff counts for these functions, we reduced spending by a proportional amount. Exhibit 4 summarizes the functions we removed from the analysis for those peers that responded to the survey; a more detailed summary can be found in Appendix A.

**Exhibit 4** *Police Functional Areas (for Peers Who Responded to the Survey) Removed for this Analysis*

City	9-1-1 Center	Parking Enforcement	Airport
Austin, TX	✓		
Chicago, IL			✓
Dallas, TX	✓		
Denver, CO			
Minneapolis, MN			
Oakland, CA	✓	✓	
Portland, OR			
San Diego, CA	✓	✓	
<b>San Francisco, CA</b>			✓
Seattle, WA	✓	✓	

*Source: Peer Survey*

**Peer Police Agency and City Characteristics**

Exhibit 5 provides an overview of key data for police department peers. The likeness score variables used to initially choose the peer group are included, as well as sworn and civilian staffing levels. The table is ordered first by whether or not the peer responded to the Controller’s Office survey, and then alphabetically. New York City is included in some of the analysis in this report for comparison, but the Controller’s Office did not send a survey as they do not meet peer characteristics due to their size.

Population density provided a key metric for selecting peers that are similarly dense compared to San Francisco. The analysis in this report generally normalizes the raw data in Exhibit 5 for more apt comparison, such as creating “per 100,000 residents” variables.

**Exhibit 5 Peer Overview Table of Likeness Score Variables and Staffing Levels**

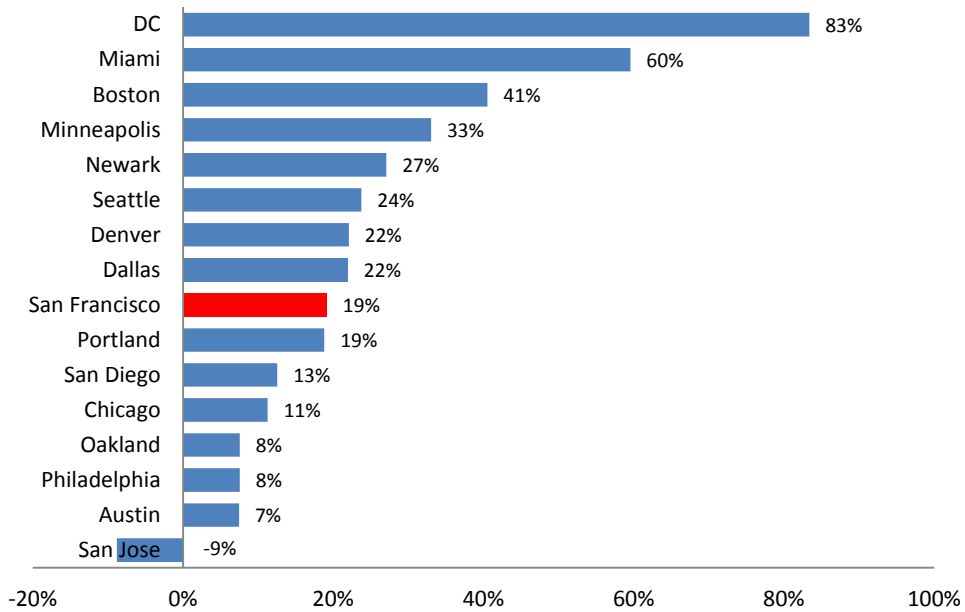
Survey Response	Peer Name	Resident Population (Census 2010 Projections to 2014)	Daytime Population (Census 2006-2010 5-year Estimates + Tourism)	Population Density (Census 2010 Projections to 2014 per Square Mile)	Total Crime (Violent + Property, UCR 2013)	FTE Sworn (Survey 2014 + UCR 2013)	FTE Civilian (Survey 2014 + UCR 2013)
Yes	Austin	887,124	953,193	3,527	44,790	1,785	463
	Chicago	2,722,307	3,029,018	11,987	121,583	11,978	1,404
	Dallas	1,260,725	1,537,548	3,681	60,604	3,462	299
	Denver	648,401	791,457	4,227	27,798	1,433	287
	Minneapolis	400,647	532,909	7,298	23,396	830	142
	Oakland	407,667	438,504	7,267	33,160	718	263
	Portland	609,520	724,215	4,538	32,574	937	225
	San Diego	1,359,844	1,530,475	4,193	37,031	1,879	413
	San Francisco	841,138	1,002,323	18,012	55,388	2,012	287
Seattle	653,404	808,582	7,788	39,641	1,308	348	
No	Boston	649,917	913,429	13,428	22,890	2,131	573
	Miami	421,363	672,399	11,803	25,873	1,066	362
	Newark	279,468	355,109	11,742	12,481	1,007	269
	Philadelphia	1,556,052	1,673,566	11,518	70,526	6,508	817
	San Jose	1,003,821	915,251	5,739	28,725	1,077	347
	Washington DC	649,111	1,190,351	10,572	37,449	3,976	427

Source: U.S. Census Bureau, FBI UCR, and Peer Survey

**Resident and daytime population considerations**

For the analyses in this report, population is a key consideration for comparison. Resident population is the number of those who live in a city, sometimes called nighttime population. Daytime population is the number of people in a city during the day, including commuters and tourists.

**Exhibit 6 Percent Difference from Resident Population to Daytime Population**



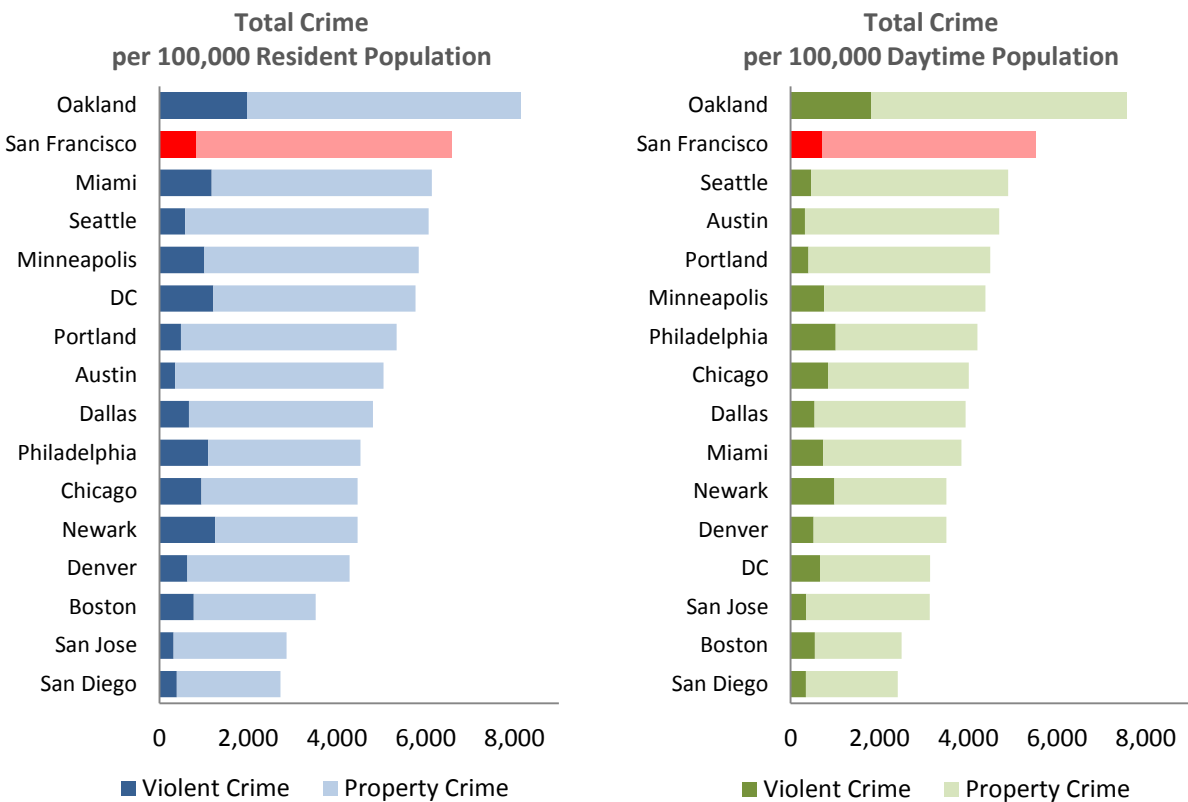
Source: U.S. Census Bureau, Peer Survey

## San Francisco has the second highest overall crime and is second highest in property crime among the peer group

### *Violent and property crime per 100,000 residents and daytime population*

San Francisco’s total crime per 100,000 residents and daytime population is second highest, among peers. Oakland has the highest total crime rates for both resident and daytime population. Total crime per 100,000 residents was calculated by taking the total amount of crime reported in UCR and dividing it by the resident and daytime populations and multiplying it by 100,000. Violent crime and property crime were calculated using the same method.

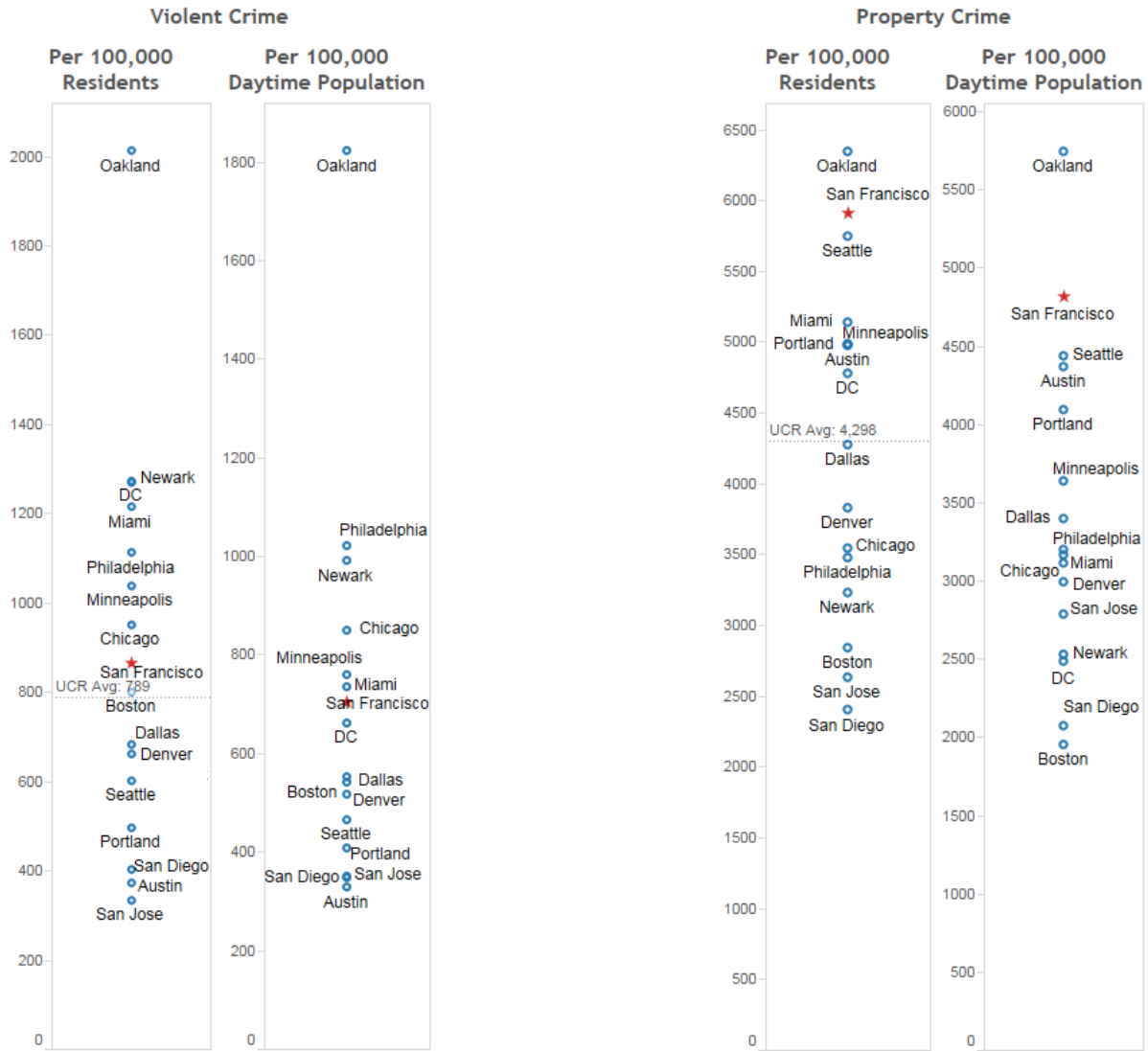
**Exhibit 7** Total Crime per 100,000 Resident and Daytime Population



Source: FBI UCR, U.S. Census Bureau

Exhibit 8 shows the relative ranking of peers to San Francisco for both violent and property crime per 100,000 residents and daytime population. San Francisco falls in the middle of the range for violent crime for both resident and daytime population and slightly above the national average of cities with populations greater than 350,000. San Francisco, however, is second in property crime rates for residents and daytime population, well above the national average of cities with populations greater than 350,000.

**Exhibit 8 Violent and Property Crime per 100,000 Residents and Daytime Population**



Source: FBI UCR, U.S. Census Bureau

**New York City**

When choosing peers comparable to San Francisco, New York does not warrant inclusion in this list due to its population and police department size. However, it may be illustrative to show how San Francisco ranks against New York in some of the key analyses in this report.

*Staffing per population*

New York is significantly more densely populated than San Francisco which can account for differences in sworn staffing levels. Per 100,000 residents, New York has over two-thirds more sworn staff (413 officers to 239 officers). However, New York has almost double the number of sworn staff per 100,000 daytime population compared to San Francisco (394 officers to 201 officers), as San Francisco has a greater increase in population during the day than New York (19 percent in San Francisco compared to eight percent in New York).

*Crime per population*

In contrast to staffing differences, New York has significantly less crime per residents than San Francisco. Per 100,000 residents, New York has 621 violent crime cases to San Francisco's 840 and also has lower property crime rates (1,682 to San Francisco's 5,754). The difference in violent and property crime rates between New York and San Francisco is not as wide when looking at crime rates per 100,000 daytime population.

## 2. POLICE STAFFING LEVELS

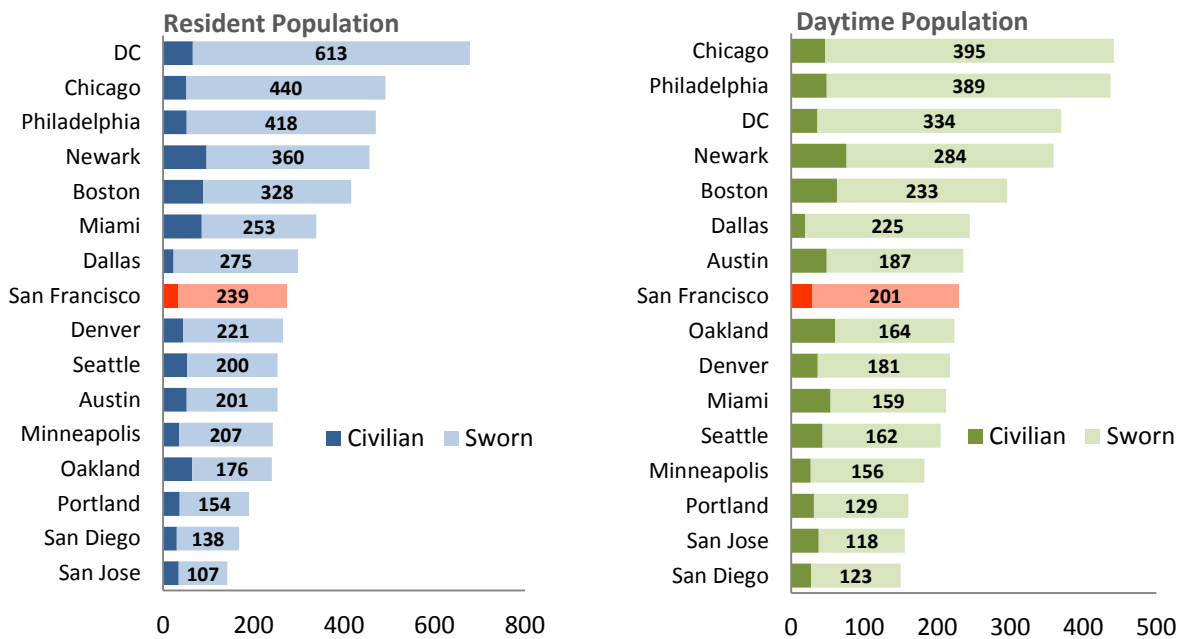
The analysis in this section looks at police staffing levels for all peers compared to crime, population, population density, and civilian to sworn staff ratios. For those peers who responded to the survey, actual Fiscal Year 2013-14 staffing data is included; for all other peers, the analysis used staffing levels from the FBI's UCR dataset.

### San Francisco falls in the middle of the peer group for sworn officer staffing per 100,000 residents and daytime population

#### Sworn and civilian staff per 100,000 residents and daytime population

San Francisco's staffing per 100,000 residents (239 officers) and daytime population (201 officers) ranks near the middle of its peer group though is marginally lower than the peer averages (271 and 215 officers, respectively). San Francisco has the second lowest civilian staffing rate (34 civilians) in the peer group per 100,000 residents and is third lowest for 100,000 daytime population (29 civilians). Washington DC outpaces other peers by far in terms of sworn staffing rate per 100,000 residents (613 sworn officers per 100,000 residents), compared to the next highest peer, Chicago (440 sworn officers per 100,000 residents). However, Washington DC's staffing rate per 100,000 daytime population drops to third among the peer group due to the large influx of people in the jurisdiction during the day. The chart is ordered in descending order of total police staff.

**Exhibit 9** Sworn and Civilian Staffing per 100,000 Residents and Daytime Population



Source: FBI UCR, U.S. Census Bureau, Peer Survey

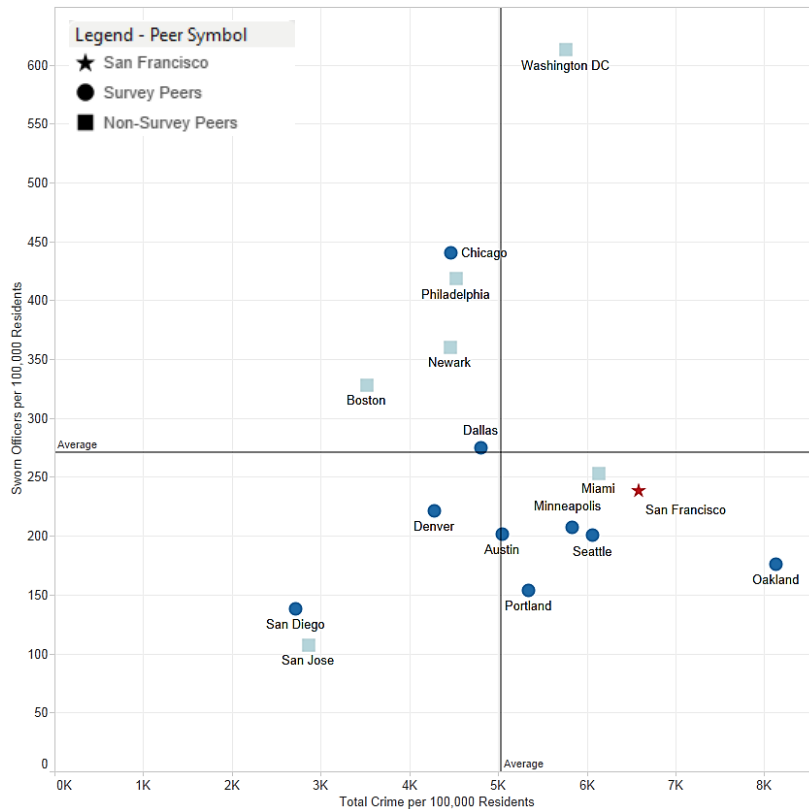
While staffing per daytime population is a useful metric to understand police saturation in a given city, this variable should be considered within the context of crime, land area, population density, and police department spending, among other factors. Additionally, it is important to note that looking at data in terms of averages or ranks is not necessarily informative in terms of policy – San Francisco may be average or below average in terms of staffing per resident or daytime population, but by itself, this data does not necessarily suggest a need for more or less officers. Staffing and deployment models, methods of community policing, and crime analysis must be considered holistically.

### San Francisco is below the peer average for sworn officers and total crime per resident and daytime population

#### *Sworn officers and total crime (violent and property) per 100,000 resident and daytime population*

Amongst its peer group, San Francisco has the second highest crime per 100,000 residents (second only to Oakland), and San Francisco’s sworn officer staffing per 100,000 residents is slightly below average compared to the peer group. Exhibits 10 and 11 compare sworn officers and total crime for both resident population (Exhibit 10) and daytime population (Exhibit 11). The horizontal axis represents the total crime rate (violent + property) per 100,000 residents and the vertical axis represents sworn officer staffing per 100,000 residents. The crossing lines are averages for each of the axes.

**Exhibit 10** Total Crime vs. Sworn Staffing per 100,000 Residents



Source: U.S. Census Bureau, FBI UCR, Peer Survey

Exhibit 11 shows the same analysis, using daytime instead of resident population. The placement of the cities changes, due to the population difference between resident and daytime population (see Exhibit 2). San Francisco remains lower in sworn officers per 100,000 daytime population compared to 100,000 resident population

**Exhibit 11** Total Crime vs. Sworn Staffing per 100,000 Daytime Population



Source: U.S. Census Bureau, FBI UCR, and Peer Survey



## San Francisco has a lower civilianization rate compared to the peer group

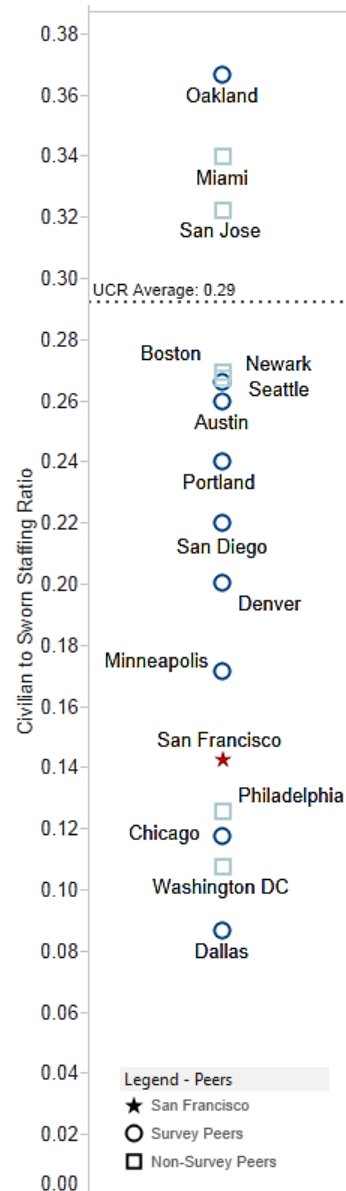
### *Civilian staff ratio to sworn staff*

For every sworn officer, San Francisco has 0.14 civilian staff – a civilian-to-sworn staffing ratio which is fifth lowest of the peer group and below the peer average of 0.21<sup>2</sup>. Exhibit 6 includes a UCR average for cities with a population greater than 350,000 for comparison (0.29). Peers who responded to the survey as well as those who did not are included in the chart.

Oakland has the highest civilianization rate, with 0.37 civilian staff per sworn officer. Police departments use civilian staff for non-policing, technical, and administrative tasks. A higher rate of civilianization would indicate that civilians provide more of these law enforcement support functions, freeing up sworn staff to focus on direct law enforcement activities. Police departments can also integrate civilian staff into patrol and investigations functions, representing a shift to a more thorough use of civilians and more effective use of sworn personnel for the work for which they are best suited.

Exhibit 12 was produced by dividing civilian staff by sworn staff (both as reported in the survey and reported to FBI’s UCR dataset). The vertical axis represents the number of civilian staff to every one sworn staff.

**Exhibit 12** *Number of Civilian Staff per One Sworn Officer*



Source: FBI UCR, Peer Survey

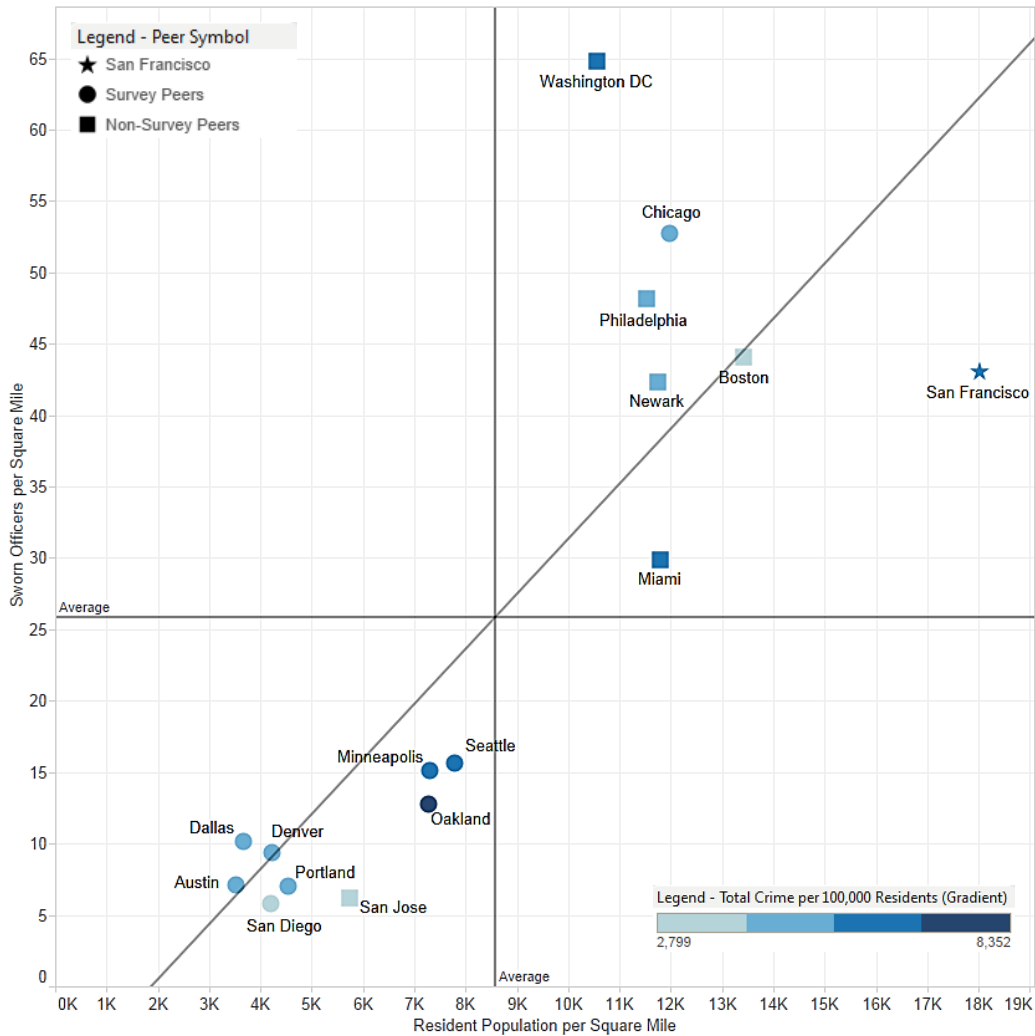
<sup>2</sup> San Francisco Police Department’s Airport Bureau includes a significant proportion of San Francisco’s civilian staff, 146 of SFPD’s 433 total civilian positions (34%). If Airport Bureau staff is included in this measure, San Francisco has 0.2 civilian staff per sworn officer.

**San Francisco is very densely populated and densely staffed by sworn officers but falls below the expected number of sworn officers per square mile compared to peers**

*Sworn officers and population per square mile*

San Francisco is the most densely populated city within the peer group, in terms of residents per square mile, and is relatively densely staffed by sworn officers per square mile. In Exhibit 13, the horizontal axis represents population density (residents per square mile) and the vertical axis represents sworn officer staffing density (sworn officers per square mile). The crossing lines are averages for each of the axes. Included in this chart is a diagonal trend line which shows that population density and sworn officer staffing density are generally correlated.

**Exhibit 13 Resident Population per Square Mile vs. Sworn Officers per Square Mile**

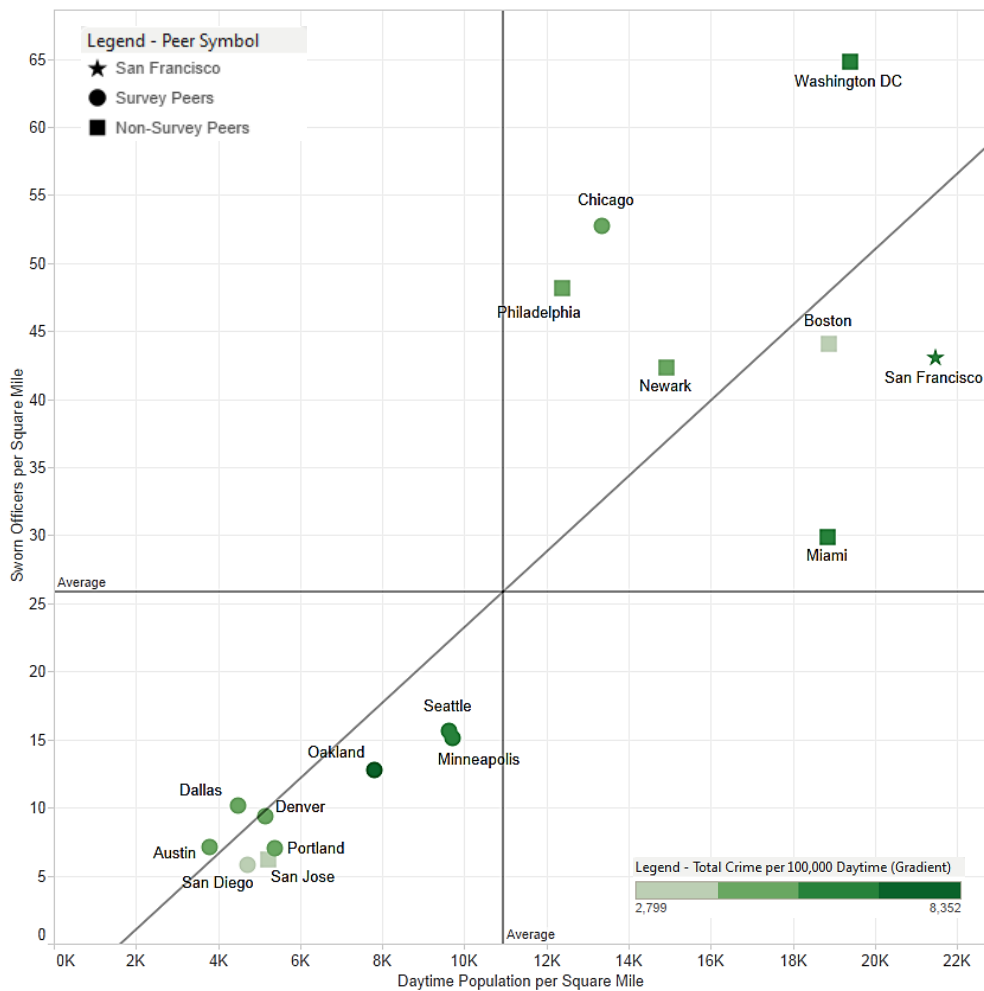


Source: U.S. Census Bureau, FBI UCR, Peer Survey

While San Francisco still has the most residents per square mile in this analysis, it is further from the trend line which could indicate that it is not as highly staffed by sworn officers per square mile as might be expected.

Exhibit 14 shows the same analysis, using daytime instead of resident population. The relative placement of the cities does not change significantly due to the population difference between resident and daytime population.

**Exhibit 14** Daytime Population per Square Mile vs. Sworn Officers per Square Mile



Source: U.S. Census Bureau, FBI UCR, Peer Survey

Understanding population density in relation to sworn officer staffing density may be an important proxy indicator of the amount of resources available to any given resident in any given area of a city. However, response times, workload time spent on different policing activities, and deployment models would provide more substantive insight into the relationship between staffing ratios and their impact on resource allocation to residents.

### 3. POLICE STAFFING SPENDING

The analysis in this section looks at police staffing spending for salary, benefits, overtime, and workers' compensation. Only actual data from peers who responded to the survey are included in this section.

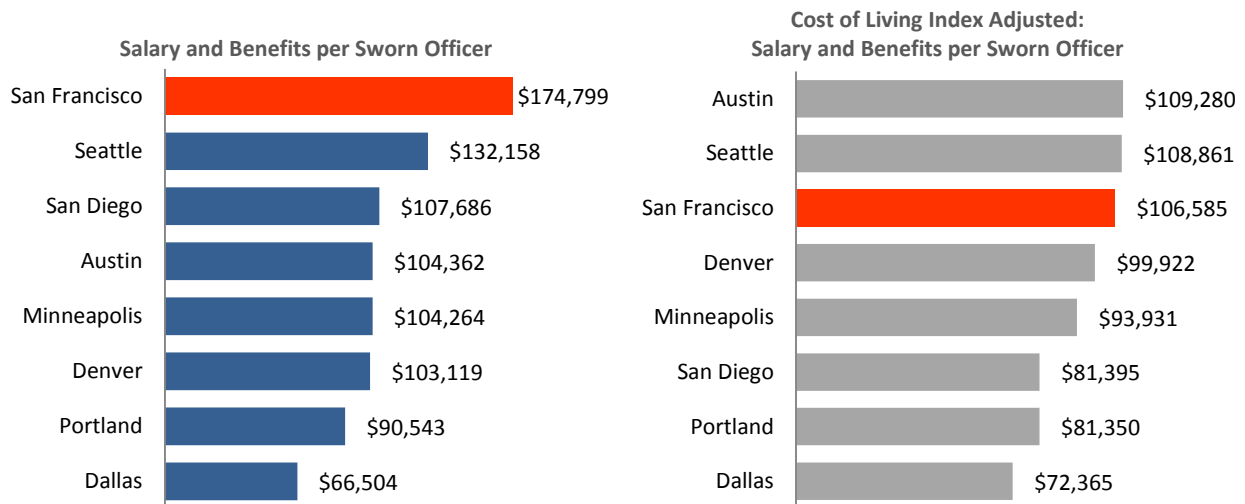
**While San Francisco has the highest average salary and benefits per sworn officer, it is only third highest when the average is adjusted by the cost of living index**

#### *Average sworn staff salary and benefits actual and adjusted by cost of living index*

Compared to peers, San Francisco has the highest average salary and benefits for sworn officers. However, adjusting this average by a cost of living index, San Francisco ranks third highest for average salary and benefits per sworn officer.

The cost of living index adjusted salary and benefits per sworn officer was calculated by applying the 2010 census cost of living 100 percent composite index; these rates are listed in Appendix A. However, this adjustment is created only for purposes of illustration to account for regional variations in the cost of living. In reality, many factors account for the cost of salary and benefits for different regions.

**Exhibit 15** *Average Salary and Benefits per Sworn Officer and Adjusted by Cost of Living Index*



*Note: Chicago and Oakland have been excluded from this analysis due to incomplete information.*

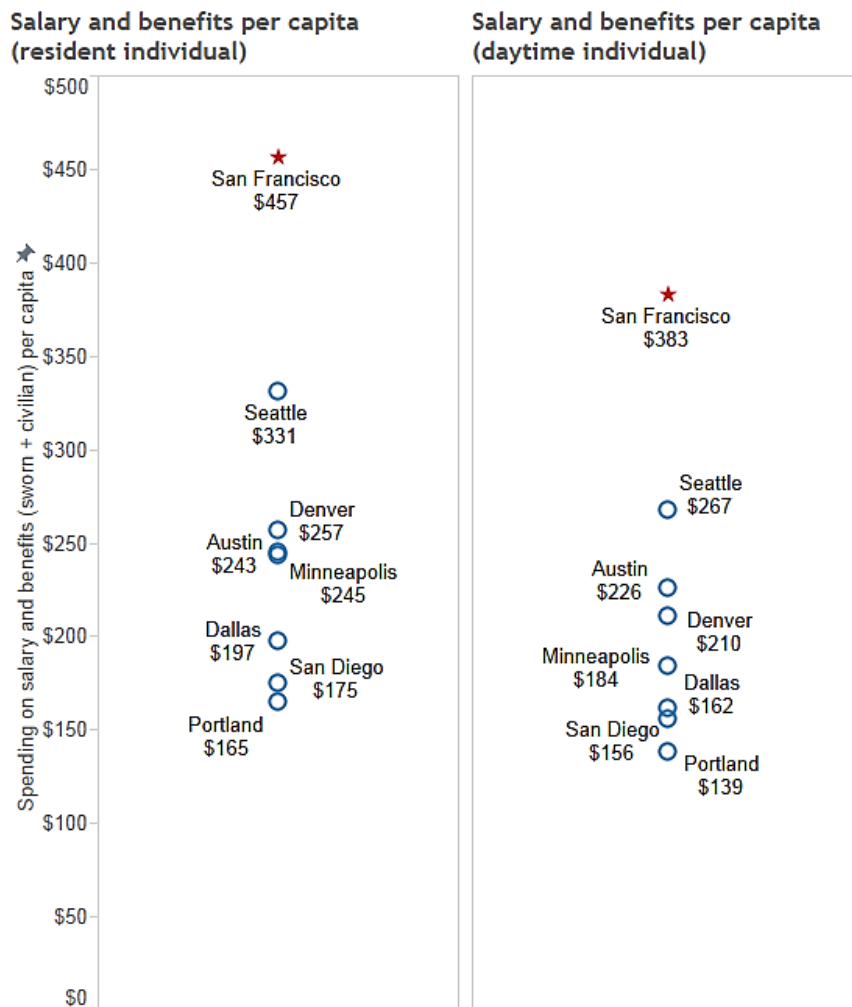
*Source: U.S. Census Bureau, Peer survey*

## San Francisco spends more per capita (resident and daytime population) on sworn officer salary and benefits

### Sworn and civilian staff salary and benefits cost per population

Exhibit 16 displays the ranking of sworn officer salary and benefits costs for each resident or daytime population individual as reported in the peer survey for Fiscal Year 2013-14. San Francisco is significantly higher than peers in each of these categories. Sworn officer salary and benefits represents \$457 for each resident and \$383 for every daytime population individual in San Francisco. Exhibit 15 on the previous page shows that San Francisco's sworn officer salary and benefits costs rank third when adjusted by the Cost of Living Index (COLI). If the COLI is applied in Exhibit 16, the rankings would change, but the actual cost per resident and daytime population does not change.

### Exhibit 16 Sworn Officer Salary and Benefits Cost per Capita (Resident and Daytime Population)



Note: Chicago and Oakland have been excluded from this analysis due to incomplete information.

Source: U.S. Census Bureau, Peer Survey

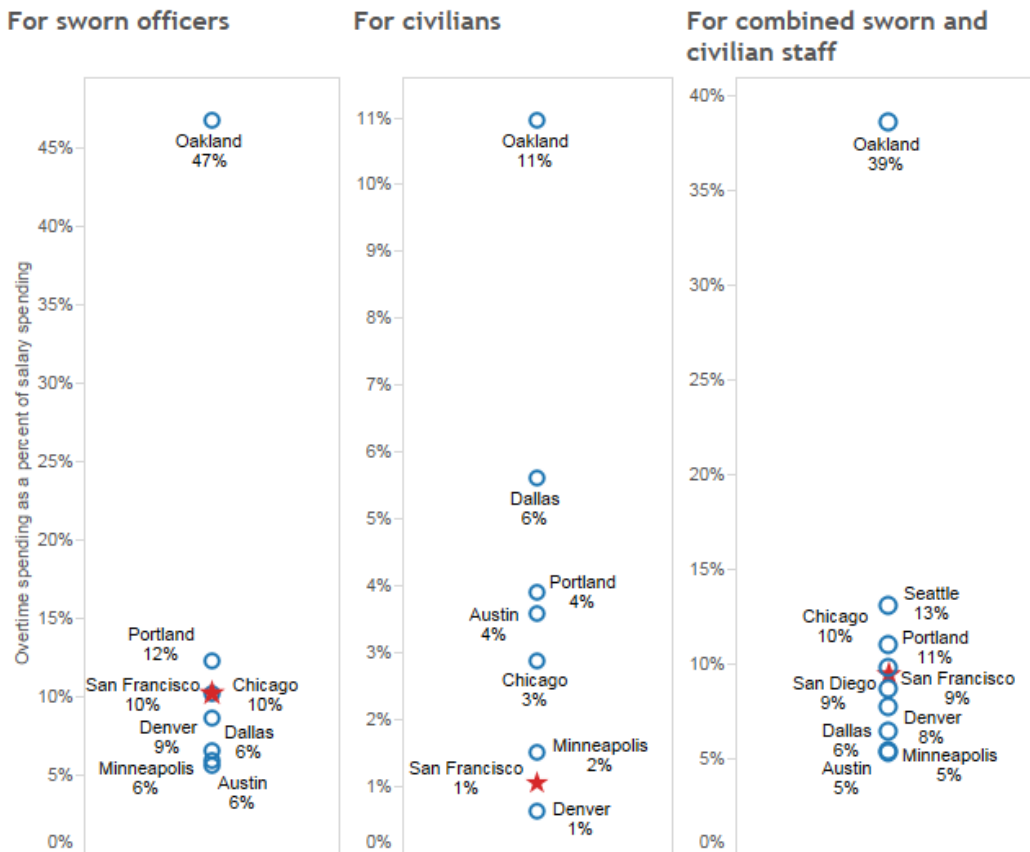
## San Francisco's overtime spending falls in the middle of the range compared to peers

### *Overtime as a percentage of salary for staff (sworn and civilian)*

San Francisco spends the median amount on overtime, as a percent of salary spending, for sworn staff for combined sworn and civilian staff (right chart in Exhibit 17), compared to peers. San Francisco has the second lowest overtime spending, as a percent of salary spending, for civilian officers (middle chart), though civilian overtime is only a small proportion of San Francisco's overtime spending.

Overtime spending as a percent of salary spending was calculated by taking the total spending on overtime and dividing it by the total spending on salaries. Peer agencies that did not provide overtime broken out by sworn and civilian staff were omitted from calculations.

**Exhibit 17** Overtime Spending as a Percent of Salary Spending



Note: San Diego and Seattle did not report overtime spending broken out by sworn officers and civilians; they are included in the chart "For combined sworn and civilian staff" only.

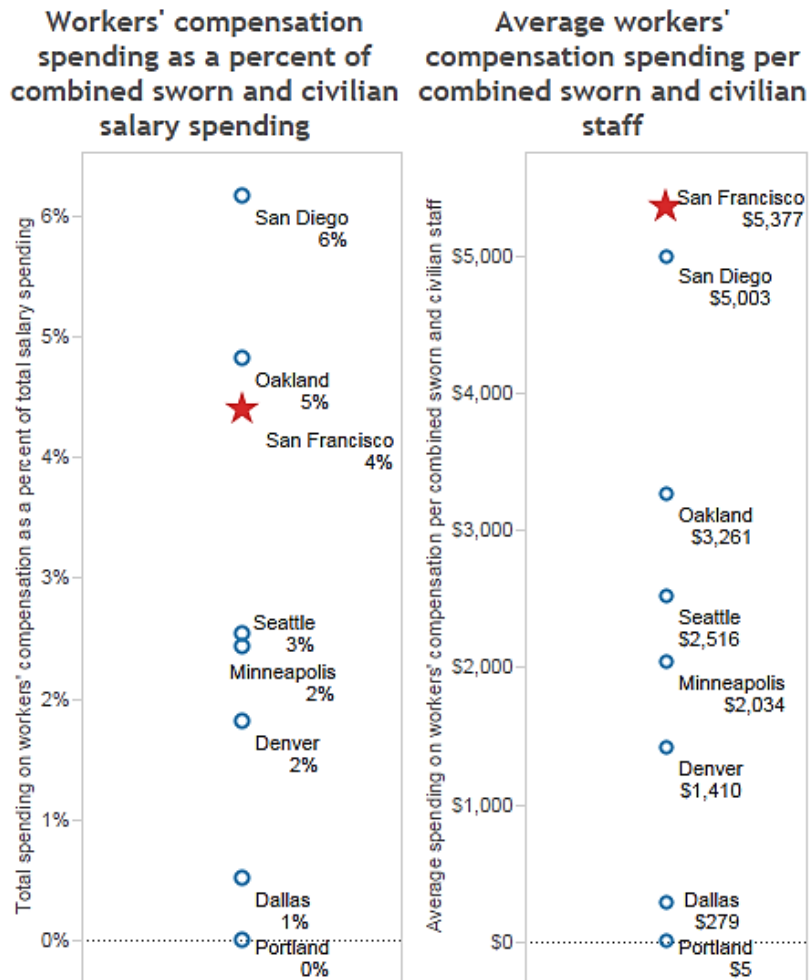
Source: Peer Survey

## San Francisco's workers' compensation spending per staff is higher than peers and third highest as a percent of salary

### Workers' compensation as a percent of salary for staff (sworn and civilian)

San Francisco spends four percent of salaries on worker's compensation, third highest amongst the peer group, though the average workers' compensation spending per staff is highest in San Francisco. Workers' compensation as a percent of salary was calculated by taking the total amount spent on workers compensation divided by the total spending on salaries. Workers' compensation per staff was calculated by taking the total spending on workers' compensation and dividing it by the total number of combined sworn officers and civilian staff.

#### Exhibit 18 Workers' Compensation



Note: Austin and Chicago did not report workers' compensation and were therefore omitted.

Source: Peer Survey

## 4. OTHER POLICE STAFFING METRICS

The analysis in this section looks at calls for service, peer responses to events workload questions as well as pedestrian and bicycle patrols, and the racial makeup of police staff compared to population. Only peers who responded to the survey are included in this section.

**San Francisco is among the middle number of Priority A and combined A and B calls per resident and has a slightly lower number of Priority A calls per sworn officer**

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### *Priority A and B calls per 100,000 residents and per sworn staff*

When people call 911, police officers are dispatched based on a prioritization system which orders calls based on the immediacy of threat to life or property, as well as whether or not a crime is in progress or has already been committed. Priority A and B (sometimes called Priority 1 and 2) calls are the most urgent, and Priority C calls (sometimes called Priority 3) are less urgent. Priority A calls usually make up the smallest proportion of 911 calls, followed by Priority B then Priority C. San Francisco's Department of Emergency Management defines priority calls in the following way:

#### **A-Priority: CITY WIDE RESPONSE**

The following are some of the guidelines for assigning "A" priority calls:

- There is present or imminent danger to life or major property.
- The suspects of a crime involving loss of life or serious bodily harm are in the area and might be reasonably apprehended.
- A major crime scene must be protected.
- A juvenile is missing or involved in sexual abuse or assault.
- An elderly person or other "at risk" person is missing.

#### **B-Priority: DISTRICT WIDE RESPONSE**

The following are some of the guidelines for assigning "B" priority calls:

- There is potential for physical harm, or damage to property.
- The suspect may be in the area.
- The crime has just occurred.

#### **C-Priority: SECTOR RESPONSE**

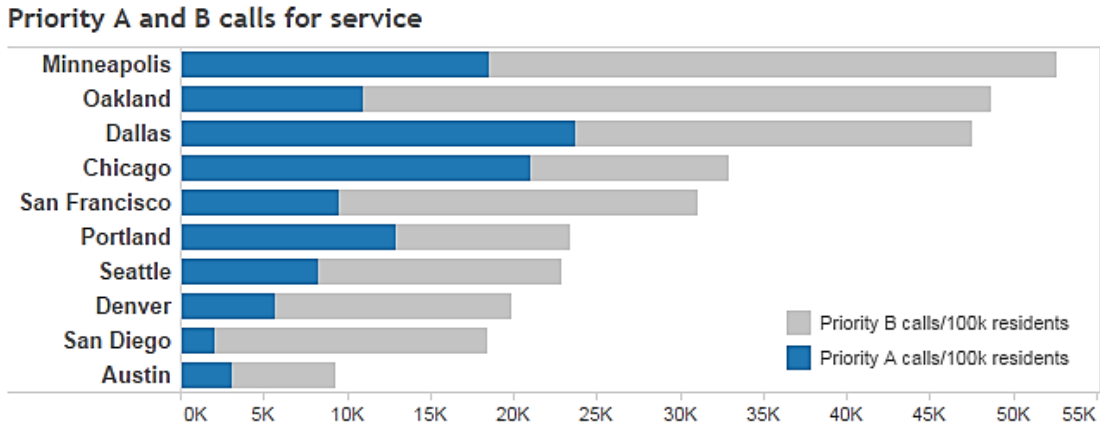
The following are some of the guidelines for assigning "C" priority calls:

- There is no present or potential danger to life or property.
- The suspect is no longer in the area.
- The crime scene is protected (victim cooperative).

San Francisco is among the middle, compared to peers, in the total number of Priority A and B calls combined as well as in the number of Priority A calls per resident.



**Exhibit 19 Priority A and B Calls for Service per 100,000 Residents**

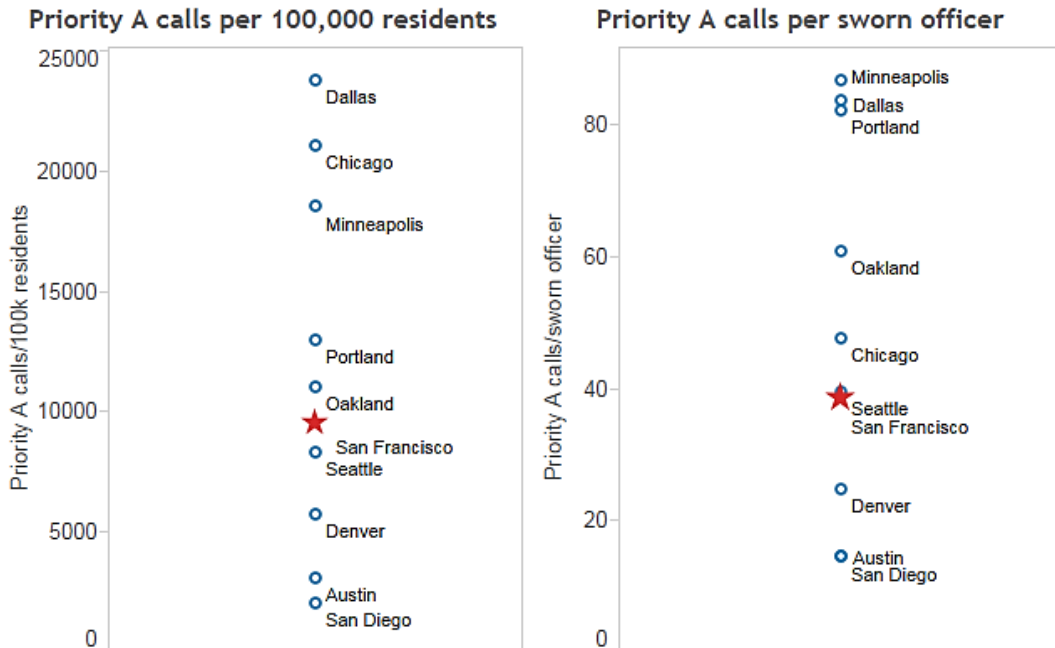


Source: U.S. Census Bureau, Peer Survey

Calls for service and number of sworn officers were reported by peers in the peer survey.

San Francisco has a slightly lower number of Priority A calls per sworn officer compared to peers. By this analysis, every sworn officer in San Francisco receives about 39 Priority A calls per year, or over three Priority A calls per month. However, not every sworn officer is assigned to patrol (e.g. some handle administrative duties); so in reality, sworn patrol officers handle more calls per year than represented in Exhibit 20.

**Exhibit 20 Priority A Calls for Service per 100,000 Residents and per Sworn Officer**



Source: U.S. Census Bureau, Peer Survey

## Police departments vary significantly with respect to tracking costs and workload time associated with special events

### Peer survey responses to event workload questions

Special events such as festivals, sporting events, protests, large conferences, and holiday parades can put a significant burden on police staffing responsibilities. Such events often involve a high concentration of people in a relatively small area, require special security attention, and therefore require additional police resources than regular deployment. Six out of ten peer agencies have a separate supplemental law enforcement service program which requires outside entities to pay for police services (i.e. police departments are reimbursed for certain special events work). Four of these six departments include overtime costs in the reimbursed funds.

In general, if special reimbursement programs do not exist for special events, the police department would bear the burden of special events policing costs that go beyond the scope of normal policing duties – these costs may come directly from the regular police department staffing budget or the city's general fund. In many cases, these efforts require overtime, which is more costly than regularly budgeted staffing.

Exhibit 21 provides a summary of responses to special events questions in the survey. It is important to note that all police departments in the peer group track and reported special events differently, which makes comparison difficult. For example, while some peers reported many special events, some peers only selected the largest events they covered. No department (with exception of San Diego, whose special events funding does not come from a special reimbursement program) claimed to have a full picture of their special events staffing costs or hours.

### Exhibit 21 Police Department Special Events Data

Peer Name	Special Events - Does your agency have a separate supplemental law enforcement services program which requires outside entities to pay for services? (Y/N)	Special Events - If you answered yes to 16d, are the overtime costs associated with the program included in the reimbursed funds for special events staffing (as answered in question 16b)? (Y/N/(n/a))	Special Events - For FYE 2014, what was the total cost incurred for police staffing at special events? (\$)	Special Events - How many staff hours were spent on special events in FYE 2014? (# of hours)	Special Events - Of the total cost incurred for police staffing at special events in FYE 2014, how much of these costs were reimbursed? (\$)
Austin	Y	N	1,219,383	23,661	31,630
Chicago	Y	Y	2,000,000	34,000	1,400,000
Dallas	No Answer	No Answer			
Denver	Y	N			1,355,799
Minneapolis	N	No Answer	367,000	5,735	0
Oakland	Y	Y	6,524,448	31,057	2,172,033
Portland	Y	Y	1,205,373	20,626	853,018
San Diego	N	No Answer	5,563,566	107,618	3,487,669
San Francisco	Y	Y	16,496,190	183,291	11,617,920
Seattle	N	No Answer		148,572	588,871

Source: Peer Survey

It is difficult to determine exactly how many police hours are spent on special events. However, answering this question can have important budgetary and operational implications. The SFPD provided an approximate estimate of on duty hours (and costs) during Fiscal Year 2013-14 for special events not covered under San Francisco’s supplemental law enforcement services program (10B) of 36,600 additional hours at a cost of \$2,991,318. For more detailed responses to all events questions in the survey, see Appendix A.

## Most peer police departments deploy pedestrian or bicycle patrols

### *Pedestrian and bicycle patrol responses*

All peer cities that responded to this question deploy pedestrian (foot beats) or bicycle patrols. Many cities were unable to provide information on the daily percentage of staff in Patrol assigned to these functions. Dallas has the highest percent daily staffing at 60 percent. San Francisco falls in the middle of the range, among peers who reported, at 4.3 percent.

### **Exhibit 22** *Pedestrian or Bicycle Beats Peer Responses*

Peer Name	Foot Beats - In Patrol, were officers assigned to pedestrian (foot beats) and/or bicycle patrol in the calendar year 2013?	Foot Beats - What was the average daily percentage of staff in Patrol assigned to pedestrian/bicycle duties? (%)	Foot Beats - Do you have any additional notes about footbeats or other similar special patrols in your city?
Austin	Yes	No Answer	Do not keep history of footbeats.
Chicago	No Answer	No Answer	No Answer
Dallas	Yes	60%	No Answer
Denver	Yes	No Answer	No Answer
Minneapolis	Yes	No Answer	Approximately 30 officers for regular assignment but only during late spring through early fall. Reporting of percentage of footbeats staffed daily would be misleading due to weather and use of bike patrols during special events, such as All Star Game.
Oakland	Yes	Less than 5%	The Oakland Police Department staffs only one dedicated foot patrol unit. This unit has a sergeant and three officers and is assigned to the downtown area.
Portland	Yes	No Answer	Portland Police primarily operates foot patrol and bike patrol out of one of the bureau’s three precincts. These assignments fluctuate in frequency and staffing levels throughout the year, due to response to weather, tourism cycle, special events, and anticipated marches, protests, and events that draw large crowds.
San Diego	Yes	2.3%	Bicycle patrols are used in 3 of the 9 patrol divisions in business and entertainment districts and at the beach and boardwalk during the summer.
San Francisco	Yes	4.3%	No Answer
Seattle	No Answer	No Answer	No Answer

*Source: Peer Survey*

It is difficult to tell what kind of information the daily percentage of staff in pedestrian or bicycle patrol can tell us when comparing across peers, as deployment models and policing strategies vary from city to city.

## **Police departments vary in achieving race parity compared to their residential populations, but all police departments have a high percentage of white staff**

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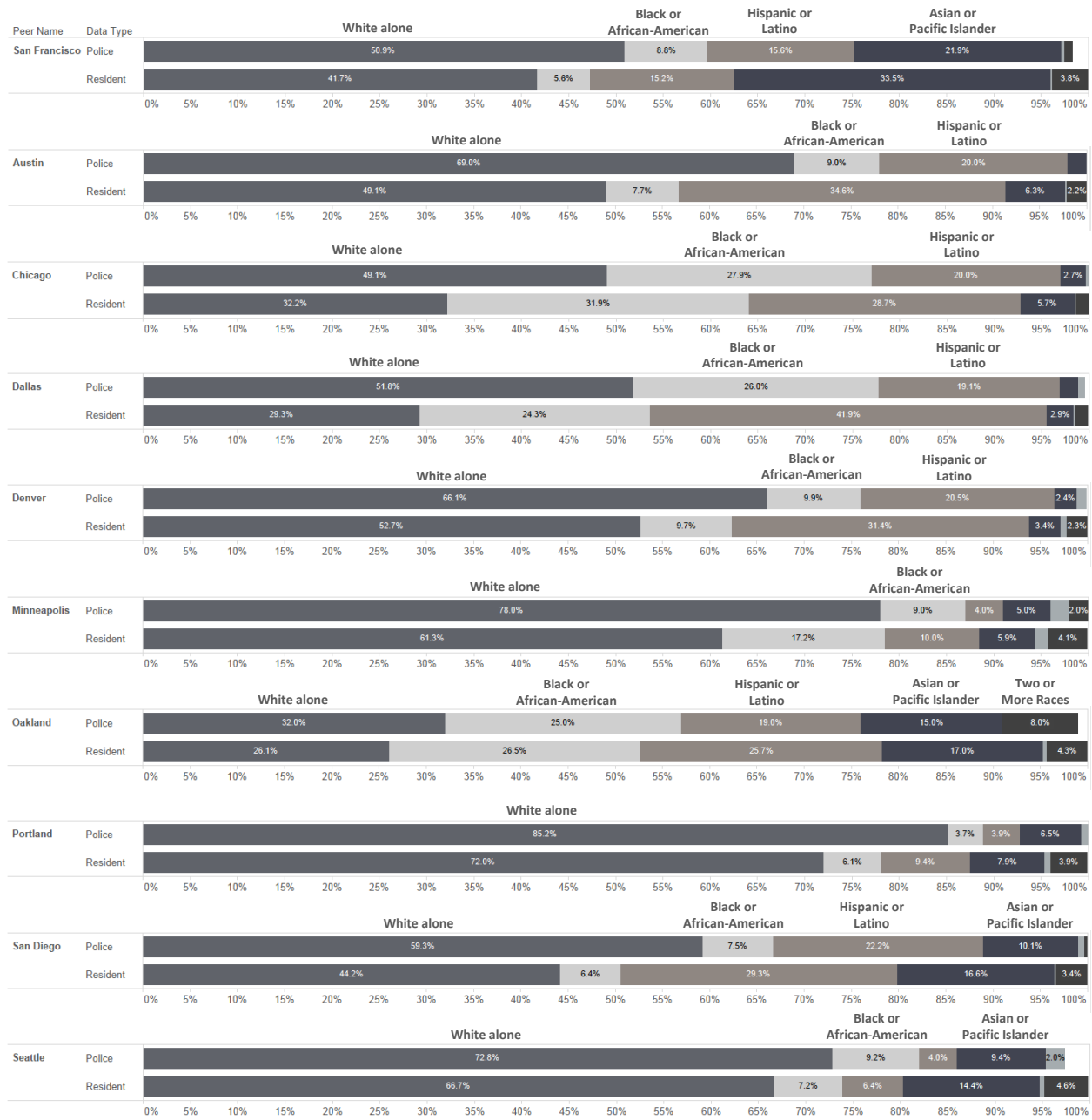
### *Police department and population reported racial categories*

While there is significant variation in the racial makeup of police departments in the peer group, all peers have a majority of white staff, with the exception of Oakland (32 percent) and Chicago (49 percent). However, for both Oakland and Chicago, white staff make up the largest race group within the department. San Francisco has 51 percent white staff; the next largest groups for San Francisco are Asian or Pacific Islander, then Hispanic or Latino, and then Black.

Most peer cities also have predominantly white resident populations. Chicago, Dallas, and Oakland are exceptions, with Black and Hispanic/Latino populations that each constitute about the same percentage of the population as the white population. Oakland also has a sizeable population that is Two Races, Other, or Unknown. San Francisco's resident population in 2010 was 42 percent White, five percent Black, 15 percent Hispanic or Latino, 34 percent Asian or Pacific Islander, and four percent Two or More Races, Other, or Unknown. San Francisco has a proportionally larger Asian or Pacific Islander resident population than all of the peer cities.

Police staffing racial data in Exhibit 23 is based on police department survey responses; resident data is based on Census 2010 race categories. For police data, peers were asked to provide their staff's racial makeup using U.S. Census Bureau categories, or categories that resemble Census categories as closely as possible. In order to compare categories across departments, the race categories below represent a combination of commonly reported categories and closely resembles high-level Census categories. See Appendix A for a table showing the mapping of peer race category responses onto a normalized race category schema applied across all departments, as is used in this chart.

**Exhibit 23 Police Department vs. Peer Group Resident Race Categories<sup>3</sup>**



Source: U.S. Census Bureau, Peer Survey

Many police departments attempt to hire staff based on achieving racial/ethnic parity with their constituent communities. San Francisco’s police department has not achieved total racial/ethnic parity, but, as a percent, does employ more Black or African-American staff than there are Black or African-

<sup>3</sup> Not all police department reported race categorizations add up to exactly one hundred percent – this is likely due to rounding issues associated with police department data collection.

American residents in the city. San Francisco is also the only city in the peer group that, as a percent, employs more Hispanic or Latino staff than there are Hispanic or Latino residents in the city.

**As a percent, all police departments employ significantly more white staff than there are white residents in their city and have the greatest lack of staffing parity in comparison with Hispanic or Latino and Asian or Pacific Islander communities**

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*Police department and population race categories as a differential, comparing across race categories*

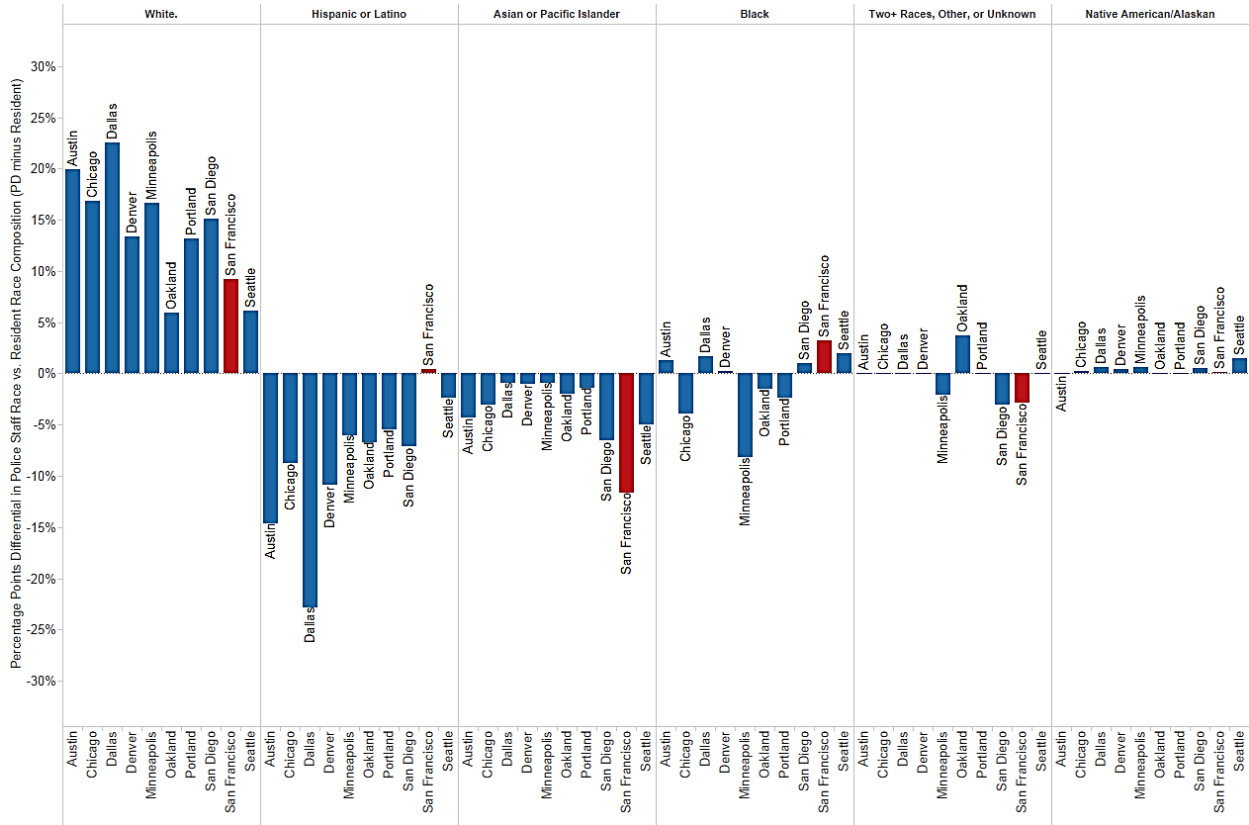
The bars in Exhibit 24 on the next page represent the percentage point difference in police staff race compared to resident race composition. For example, all of the bars for the white race category represent a positive percent differential – this means that, comparing police staff to resident race, all police departments employ relatively more white staff than there are white residents. Alternatively, all of the bars for Asian or Pacific Islander represent a negative differential – this means that, comparing police staff to resident race, all police departments employ relatively less Asian or Pacific Islander staff than there are Asian or Pacific Islander residents.

Hispanic or Latino people are the least represented in police departments, when compared with the percent of the resident population they represent. San Francisco, however, is the only police department in the peer group which employs relatively more Hispanic or Latino staff than there are Hispanic or Latino residents in the city – with a just +0.4 percent difference between the police staff race composition and resident population composition.

Among other race groups, there is some variation between police departments in terms of achieving police-to-resident racial parity. Native Americans and Alaska Natives, however, are better represented in all police departments when compared with the resident population.

**Exhibit 24**

**Police Department vs. Resident Race Categories as a Differential, Comparing Across Race Categories**



Source: U.S. Census Bureau , Peer Survey

## APPENDIX A – DETAILED METHODOLOGY NOTES

### Peer Survey Notes

The table below details the calculations the project team made to remove certain functions from individual police department survey responses. In cases where agencies did not provide overtime hours and spending, the project team reduced the reported data by an amount commensurate with the reduction in staff.

City	Functional areas removed	Additional considerations
Austin, TX	<ul style="list-style-type: none"> <li>911</li> </ul>	<ul style="list-style-type: none"> <li>Spending on salaries, benefits, and overtime for 911 staff was estimated by multiplying the overall spending in each of those spending categories by the proportion of sworn and civilian staff in the department overall.</li> </ul>
Chicago, IL		
Dallas, TX	<ul style="list-style-type: none"> <li>911</li> </ul>	
Denver, CO		
Minneapolis, MN		<ul style="list-style-type: none"> <li>The salary information provided by the Minneapolis Police Department does not include accruals.</li> </ul>
Oakland, CA	<ul style="list-style-type: none"> <li>911</li> <li>Parking enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Benefits were omitted from calculations due to questions regarding the accuracy of the data provided.</li> <li>Workers compensation data was provided by the Oakland Risk Management Department.</li> </ul>
Portland, OR		<ul style="list-style-type: none"> <li>The total number of sworn and civilian FTEs and all related spending includes at least 8.5 limited term FTEs.</li> <li>The Portland Police Bureau includes a Transit Division.</li> </ul>
San Diego, CA	<ul style="list-style-type: none"> <li>911</li> <li>Parking enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Spending includes standard hour and non-standard hour employees.</li> <li>The total amount spent on salaries was originally reported to us with overtime included. After communicating with a representative from the San Diego Police Department (SDP), the amount of spending on overtime was subtracted from total salary spending.</li> <li>The SDP provided a combined total of sworn and civilian spending on salaries. Based on the recommendation of the SDP, sworn and civilian salary spending is respectively estimated based on 85% and 15% proportion of total salary costs.</li> <li>Total benefit spending for combined sworn and civilian staff was provided by the SDP. Spending on</li> </ul>



City	Functional areas removed	Additional considerations
		benefits is estimated to be the same percent of salary spending for both sworn and civilian employees.
San Francisco, CA	<ul style="list-style-type: none"> <li>Airport</li> </ul>	<ul style="list-style-type: none"> <li>SFPD has a separate airport bureau which includes patrol, special operations, and administrative functions.</li> </ul>
Seattle, WA	<ul style="list-style-type: none"> <li>911</li> <li>Parking enforcement</li> </ul>	<ul style="list-style-type: none"> <li>The Seattle Police Department (SPD) provided the 2014 average monthly sworn count, which we used as a proxy to estimate sworn FTE for the 2014 fiscal year.</li> <li>The SPD provided the filled FTE count between June 2014 and April 2015, which we used as proxy to calculate civilian FTE for the 2014 fiscal year.</li> <li>Based on the total salary costs provided by the SPD and the budgeted proportion of civilian to sworn salaries recommended by the SPD, sworn and civilian salaries are respectively estimated at 80% and 20% of total salary costs.</li> <li>Premium pay is included in the salary spending.</li> <li>Total benefit spending for combined sworn and civilian staff was provided by the SPD. Spending on benefits is estimated to be the same percent of salary spending for both sworn and civilian employees.</li> <li>Overtime and workers compensation are estimated, based on a total cost provided by the Seattle Police Department and, reduced by a percent proportional to the staff reduction from removing functional areas.</li> </ul>

Daytime population estimates for 2006-2010 are used in the table because daytime population estimates are only available for five-year periods between the decennial Census, and 2010 was the last decennial Census (estimates for 2011-2015 should be available after 2015).

### *Peer Survey Questions*

How many Full Time Law Enforcement officers and civilian employees did you have? (# of FTE for the period FYE 2014)?

- For law enforcement officers. Do not count special officers, merchant police, or others who are not paid from law enforcement funds.
- For full-time civilian employees (those who do not have police powers). Do not count employees who are not paid from law enforcement funds.

How much was spent on salaries? (\$)

- Include the total amount spent on all salaries, full and part time, during the FYE 2014.

What is the salary range for an entry level law enforcement officer? (\$)

- Do not include benefits.

How much was spent on benefits? (\$)

- Include the total amount spent on benefits, not including workers compensation or pensions, during the FYE 2014.

How much was spent on overtime? (\$)

- Include the total amount spent on overtime during the FYE 2014.

How many staff hours were used on overtime? (# of hours)

- Include all overtime staff hours during the FYE 2014.

How much was spent on workers compensation? (\$)

- Include the total amount spent on workers compensation during the FYE 2014.

How many total calls for service did your police department have for the calendar year 2013? (# of calls)

- This number should include all resident or civilian-initiated calls, as well as officer-initiated calls. Exclude any administrative calls.

Of these calls, how many are in the following categories? (# of calls)

- Priority A (Emergency)
- Priority B (Urgent)
- Priority C (Reports)

We'd like to understand the additional workload impact special events have on the staffing of your agency:

a) For FYE 2014, what was the total cost incurred for police staffing at special events? (\$)

- Special events include any events outside of regular patrol, investigations, or special unit duties and activities, which require special staffing assignments. For example, they may include festivals, parades, protests, sporting events, visits by political figures. Special events may be of any attendance size. Include the total incurred cost for these events, i.e. the sum of direct police department costs, including costs that are later reimbursed.

b) Of the total cost incurred for police staffing at special events in FYE 2014, how much of these costs were reimbursed? (\$)

- Reimbursed costs are for those costs/special events for which the department's regular budget or overtime hours are reimbursed, in a lump sum, percent of cost, or other method, by an agency outside the department. If your agency receives any reimbursements for special events, this number should be included as part of the total cost in a) above.

c) How many staff hours were spent on special events in FYE 2014? (# of hours)

- Please include the total staff hours spent on special events in FYE 2014.
- d) Does your agency have a separate supplemental law enforcement services program which requires outside entities to pay for services? (Y/N)
- e) If you answered yes to d) above, are the overtime costs associated with the program included in the reimbursed funds for special events staffing (as answered in question b) above)? (Y/N/(n/a))

***UCR Reporting: Chicago Rape and Aggravated Assault***

What follows is some information regarding Chicago's UCR totals for rape and aggravated assault. For both categories, the issues that led the FBI to exclude their rape and aggravated assault totals have been remedied.

**Forcible Rape:**

1. The reason the FBI never accepted CPD (Chicago Police Department) numbers is because Illinois law pertaining to Criminal Sexual Assault is considerably broader than the FBI forcible rape definition – encompassing both male and female victims and a considerably wider array of sexual transgressions. CPD never created a mechanism to get at the more narrow FBI definition.
2. The FBI modified its reporting rules effective 2014, and they now match up well with Illinois law.
3. Crime data available via the Chicago data portal are based on the wider Illinois-specific, criminal sexual assault definition. No matter what categories included from the Chicago data portal crime dataset, it will be broader than what the FBI wanted agencies to report circa 2013.
4. Nonetheless, when CPD reports serious sex crime, they include the following codes. Also, these are the codes that get folded into UCR reporting 2014 onward.

CODE	PRIMARY_CLASS	SECONDARY_CLASS
1753	OFFENSE INVOLVING CHILDREN	SEX ASSLT OF CHILD BY FAM MBR
0262	CRIM SEXUAL ASSAULT	AGGRAVATED: OTHER FIREARM
0281	CRIM SEXUAL ASSAULT	NON-AGGRAVATED
0272	CRIM SEXUAL ASSAULT	ATTEMPT AGG: OTHER FIREARM
0291	CRIM SEXUAL ASSAULT	ATTEMPT NON-AGGRAVATED
0263	CRIM SEXUAL ASSAULT	AGGRAVATED: KNIFE/CUT INSTR
0264	CRIM SEXUAL ASSAULT	AGGRAVATED: OTHER DANG WEAPON
0275	CRIM SEXUAL ASSAULT	ATTEMPT AGG: OTHER
1754	OFFENSE INVOLVING CHILDREN	AGG SEX ASSLT OF CHILD FAM MBR

CODE	PRIMARY_CLASS	SECONDARY_CLASS
0261	CRIM SEXUAL ASSAULT	AGGRAVATED: HANDGUN
0265	CRIM SEXUAL ASSAULT	AGGRAVATED: OTHER
0274	CRIM SEXUAL ASSAULT	ATTEMPT AGG: OTHER DANG WEAPON
0273	CRIM SEXUAL ASSAULT	ATTEMPT AGG: KNIFE/CUT INSTR
0266	CRIM SEXUAL ASSAULT	PREDATORY
0271	CRIM SEXUAL ASSAULT	ATTEMPT AGG: HANDGUN

5. Also, the FBI requires that police departments reports # of victims. The data portal only includes one record per incident, even if there were multiple victims.

#### Aggravated Assault:

1. The FBI definition of aggravated assault = CPD aggravated assault + CPD aggravated battery. CPD uses the Illinois crime reporting vernacular for their codes.
2. Again, CPD is to report # of victims, but the Chicago data portal shows one record per incident.
3. The offense categories for police and protected employees are only included if there was a serious injury or a dangerous weapon involved.

#### *Cost of Living Index*

The cost of living composite index measures the relative price levels for goods and services. Using a national average that equals 100, each value below represents a percent of the national average. The index compares prices at a single point in time, excluding taxes.

#### **Cost of living composite index for survey respondent peer cities**

Urban Area	100% Composite Index
San, Francisco, CA	164.0
Oakland, CA	139.1
San Diego, CA	132.3
Seattle, WA	121.4
Chicago, IL	116.9
Portland, OR	111.3
Minneapolis, MN	111.0
Denver, CO	103.2
Austin, TX	95.5
Dallas, TX	91.9

Source: Table 728. Cost of Living Index—Selected Urban Areas, Annual Average: 2010 of the United States Census.

**Detailed Peer Survey Responses for Events Questions**

This table contains open ended responses to question 16 on the peer survey regarding events.

**Police Department Special Events Data**

Peer Name	
Austin	The figures in 16a, 16b and 16c are only for the following special events: South by Southwest, Texas Relays, Circuit of the America Racetrack, and Halloween.
Chicago	
Dallas	Data on this is not readily available. We have a dedicated Special Events Team that is comprised of a sergeant and 2 senior corporals. This team answers to a lieutenant that also works with special events but has other operational responsibilities such as Canine and Mounted Squads. The Special Events Team works with the Office of Special Events, which is not part of the Police Department. Entities wishing to hold a special event submit an application to the Office of Special Events. They forward it to the police department to review the route and to determine how many officers need to be hired by the event coordinator. The officers working the event are off-duty and it is between the event people and the off-duty officers to determine the rate of pay. On large events, officers assigned to the Special Events Team help facilitate the police involvement in the event. This is an off-duty assignment and the officers earn overtime which the event coordinator reimburses the City. In addition to the Special Events Team, there is a Tactical Planning Team which consist of a sergeant and a senior corporal. One of the duties performed by this team is coordinating police involvement in marches and protest that do not require a special event permit.
Denver	Total hours/cost for special events is not reportable; many events (ie. Protests) are staffed during regular hours DPD has a separate Secondary Employment office that coordinates staffing to outside agencies; officers are paid directly by the outside agency
Minneapolis	Cost includes variable salary plus variable fringe. Special Events staffing was somewhat high this year due to hosting of the All Star Game. We normally do not receive any compensation for special events, though occasionally the City may receive some General Fund revenue for the event. These funds do not come to the MPD. "Special Events" does not include buyback or funds received for contracts to perform specific work, such as bomb sweeps for sporting events or perimeter security contracted with the MPD for sporting events, SRO contract or other similar contracts.
Oakland	This section reflects est. costs. Due to timesheet coding errors, exact figures cannot be provided.
Portland	Athletic events (fun runs, bike races, etc) are reimbursed, and \$610,122 was on contracts for policing services to outside entities (NBA, etc). Reimbursements cover benefit and some OH. Costs above do not include benefits.
San Diego	Police special event staffing includes sworn and civilian staffing.
San Francisco	Reimbursed events are 10B, Airport and one "Events" Grant. By city ordinance all Athletic events must be fully reimbursed and so are administered as 10B. Dollars are approximate. Hours are actuals and are taken directly from our scheduling system. GF Event Hours = 54,203; Grant Event Hours = 5,351; Airport Event Hours = 10,015, 10B Hours = 113,822
Seattle	The number in 16a represents the dollars that SPD collects on behalf of the City General Fund for Sporting events and other contracted events. However, it should be noted that SPD does not receive any additional appropriation authority for such contracted events. Other Special events (e.g. Parades, Street Fairs etc) pay a separate special event fee that is not based on a cost recovery methodology. Here too, SPD does not receive any additional appropriation authority for Special Event costs.

Source: Peer Survey

**Priority Calls**

Priority calls on the survey were described as the following:

Priority A (Emergency)
Priority B (Urgent)
Priority C (Reports)

Though the survey collected the 3 categories of calls listed above, the analysis in this report included information from Priority A and Priority B only. There was an additional field for comments from survey respondents, which are listed below:

Respondent	Notes from Respondent
Austin	-
Chicago	The CPD breaks calls down into 0 through 5 (5 not included - only administrative). 0 and 1 are the Emergency type calls, 2 are Urgent, and 3 and 4 are lesser urgency and report only, but also include things like community meetings.
Dallas	N/A
Denver	N/A

<b>Respondent</b>	<b>Notes from Respondent</b>
Minneapolis	Priority 4 = 123,466 - often officer initiated such as foot beat, business check, other
Oakland	The remaining 7,272 calls for service in 2013 were for Priority 4 calls. Priority 4 calls are non-emergency and/or informational incidents which generally do not require a response by field units. Priority 1, 2, and 3 are equivalent to Priority A, B, and C, respectively.
Portland	Portland Police has two main call categories: dispatched calls (206,724) and self-initiated calls by the officer (159,135)
San Diego	SDPD prioritizes calls for service into five categories (E, 1, 2, 3, 4). The response to 13a reflects our calls for service for priorities E, 1, and 2.
San Francisco	Each month SFPD receives an additional 3500 (average) online reports of crimes through COPLOGIC.
Seattle	Total CAD Events Generated: 455,889, excluding administrative downtime

***Race Mapping Table***

The table below cross-walks peer responses on staff race categories to normalized race categories for the analysis in this report.

**Normalized Raced Categories for Peer Survey Responses to Questions 11a and 11b**

<b>Normalized Race Categories:</b>	<b>White</b>	<b>Black</b>	<b>Native American or Alaska Native</b>	<b>Asian or Pacific Islander</b>	<b>Hispanic or Latino</b>	<b>Two or More Races, Other, or Unknown</b>
<b>Peer Name</b>	<b>Peer Responses Below</b>					
Austin	Caucasian	African-American	American Indian/Aleutian	Asian/Pacific Islander	Hispanic	
Chicago	White	Black	American Indian/Alaskan Native	Asian/Pacific Islander	White Hispanic	
Dallas	White alone	Black or African-American alone	American Indian/Alaska Native	Asian/Pacific Islander	Hispanic or Latino	Other
Denver	White alone	Black or African-American alone	American Indian and Alaska Native	Asian alone; Native Hawaiian and Other Pacific Islander	Hispanic or Latino	

<b>Normalized Race Categories:</b>	<b>White</b>	<b>Black</b>	<b>Native American or Alaska Native</b>	<b>Asian or Pacific Islander</b>	<b>Hispanic or Latino</b>	<b>Two or More Races, Other, or Unknown</b>
				alone		
Minneapolis	White alone	Black or African-American alone	American Indian and Alaska Native	Asian alone; Native Hawaiian and Other Pacific Islander alone	Hispanic or Latino	Two or More Races
Oakland	White	Black	Native American	Asian; Filipino	Hispanic	Other
Portland	White alone	Black or African-American alone	American Indian and Alaska Native	Asian alone	Hispanic or Latino	
San Diego	White alone	Black or African-American alone	American Indian and Alaska Native	Asian alone; Native Hawaiian and Other Pacific Islander alone	Hispanic or Latino	Two or More Races
San Francisco	White alone	Black or African-American alone	American Indian and Alaska Native	Asian alone; Native Hawaiian and Other Pacific Islander alone	Hispanic or Latino	Some Other Race
Seattle	White alone	Black or African-American alone	American Indian and Alaska Native	Asian alone; Native Hawaiian and Other Pacific Islander alone	Hispanic or Latino	