

FY23 Budget & Legislative Analyst's Performance Audit of SFPD Overtime

Findings and Responses



CITY & COUNTY OF SAN FRANCISCO

Police Department

04/30/2025

SFPD Overtime Commitment

At SFPD, we are committed to:

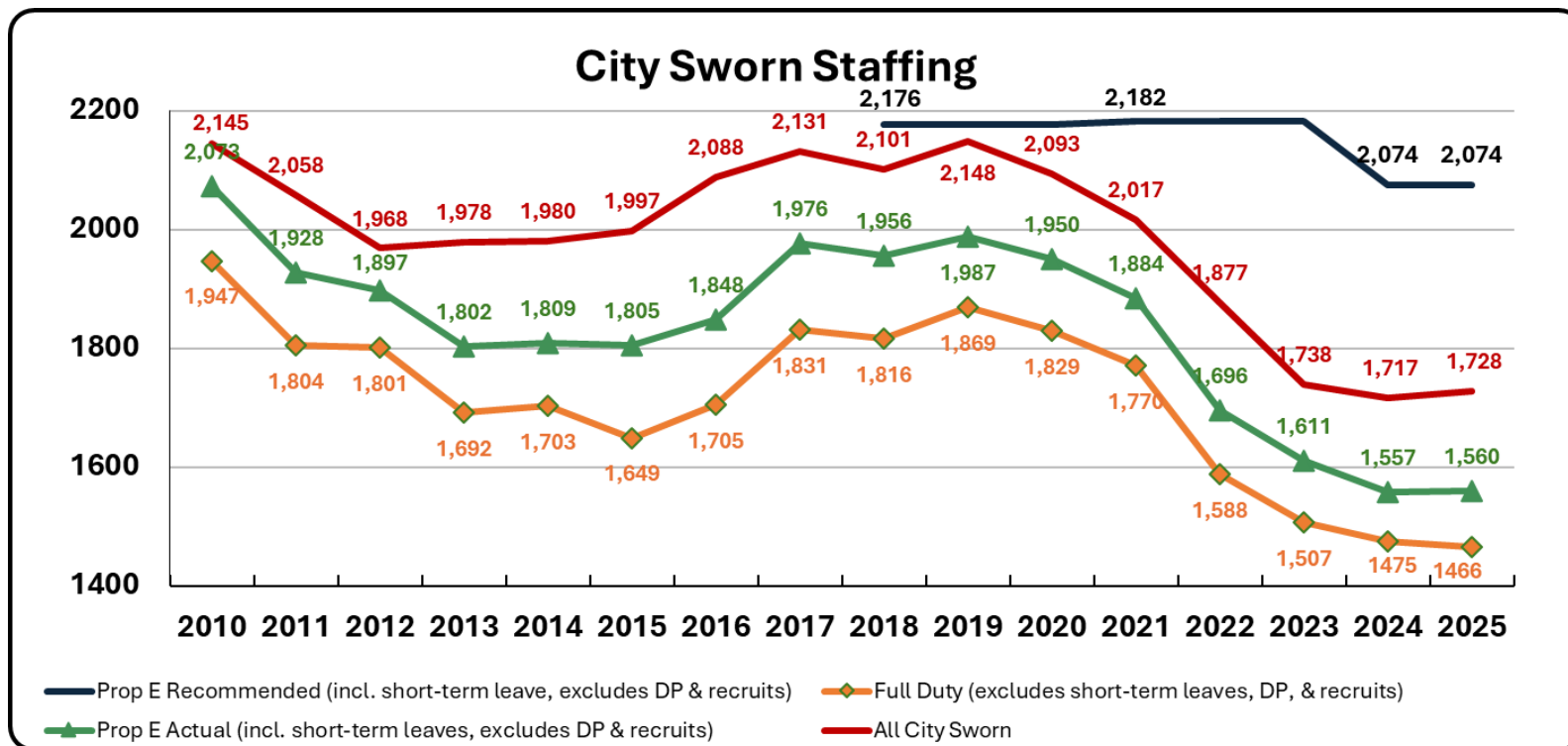
- **Ensuring public safety** through strategic and accountable overtime use.
- **Strengthening oversight and transparency** with tools like the OT Dashboard and Compliance Unit.
- **Promoting operational efficiency** while addressing staffing challenges.
- **Aligning overtime practices** with our values, policies, and the needs of the communities we serve.

Managing overtime with integrity, accountability, and public trust at the forefront.

Key Observations on OT Usage

- Risks of high OT use poses risks such as:
 - Officer fatigue and burnout
 - Public safety concerns
 - Negative Morale
- Setting, reviewing, and revising goals and objectives for targeted deployments (i.e., initiatives) establishes the framework for when, where, and how much overtime should be used.
- Delegating responsibility for adherence to allocations, monitoring status centrally, and outreach when approaching limits, are strategies that are yielding improvements.

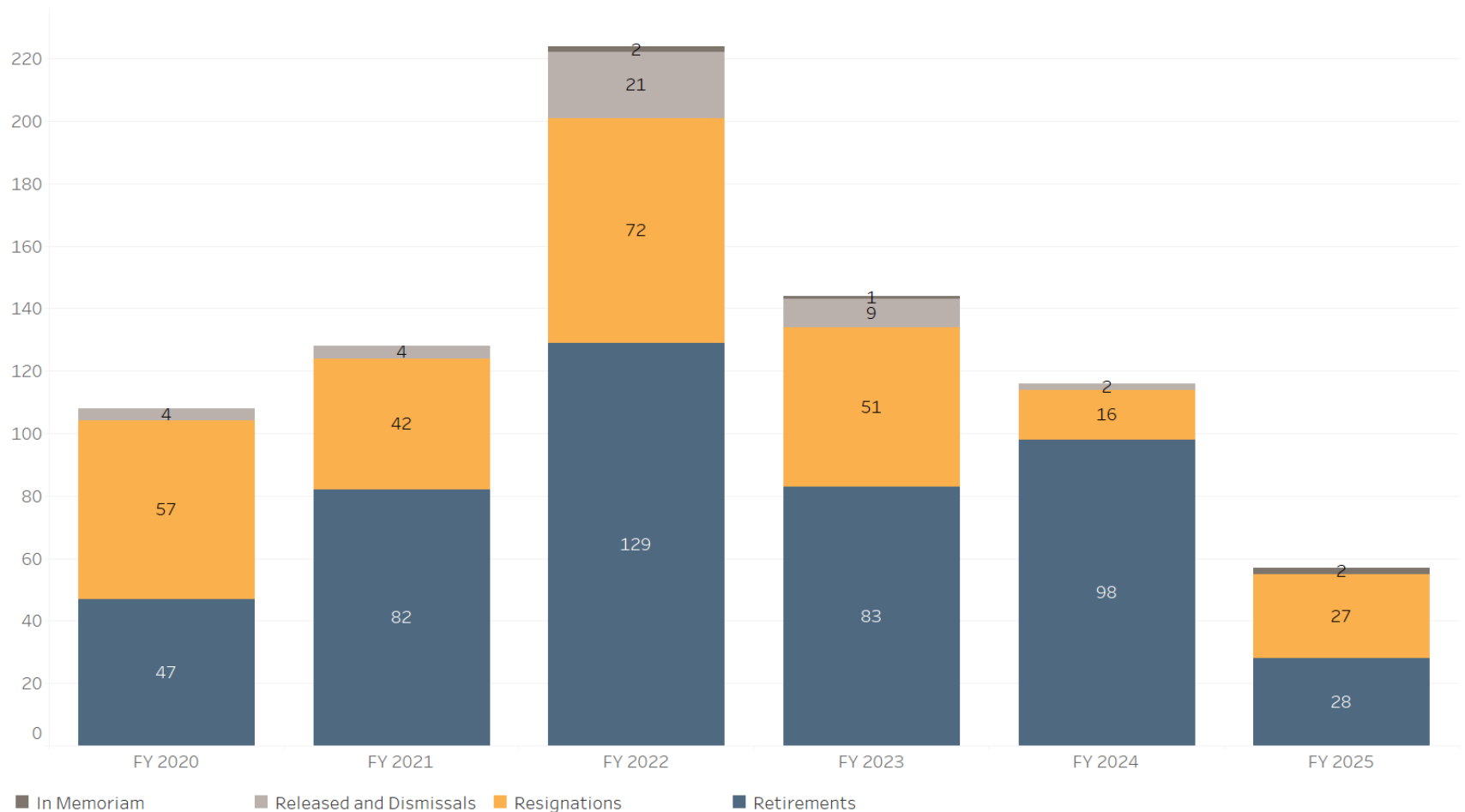
City Sworn Staffing



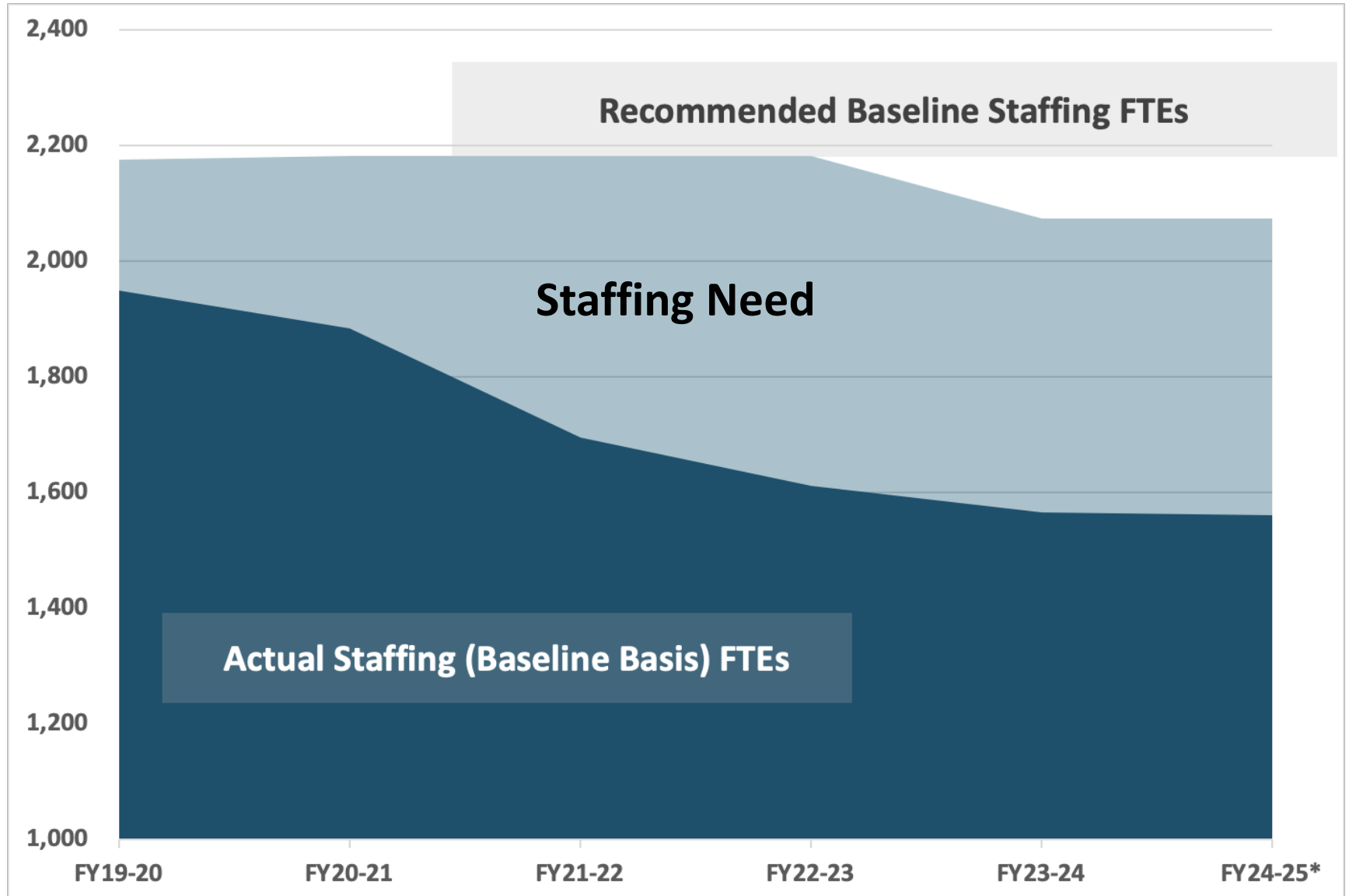
Vacancy budget savings are offset by the growing need of overtime to address operational staffing shortages. Data shown is for December of each respective year.

Sworn Members Separation Trend

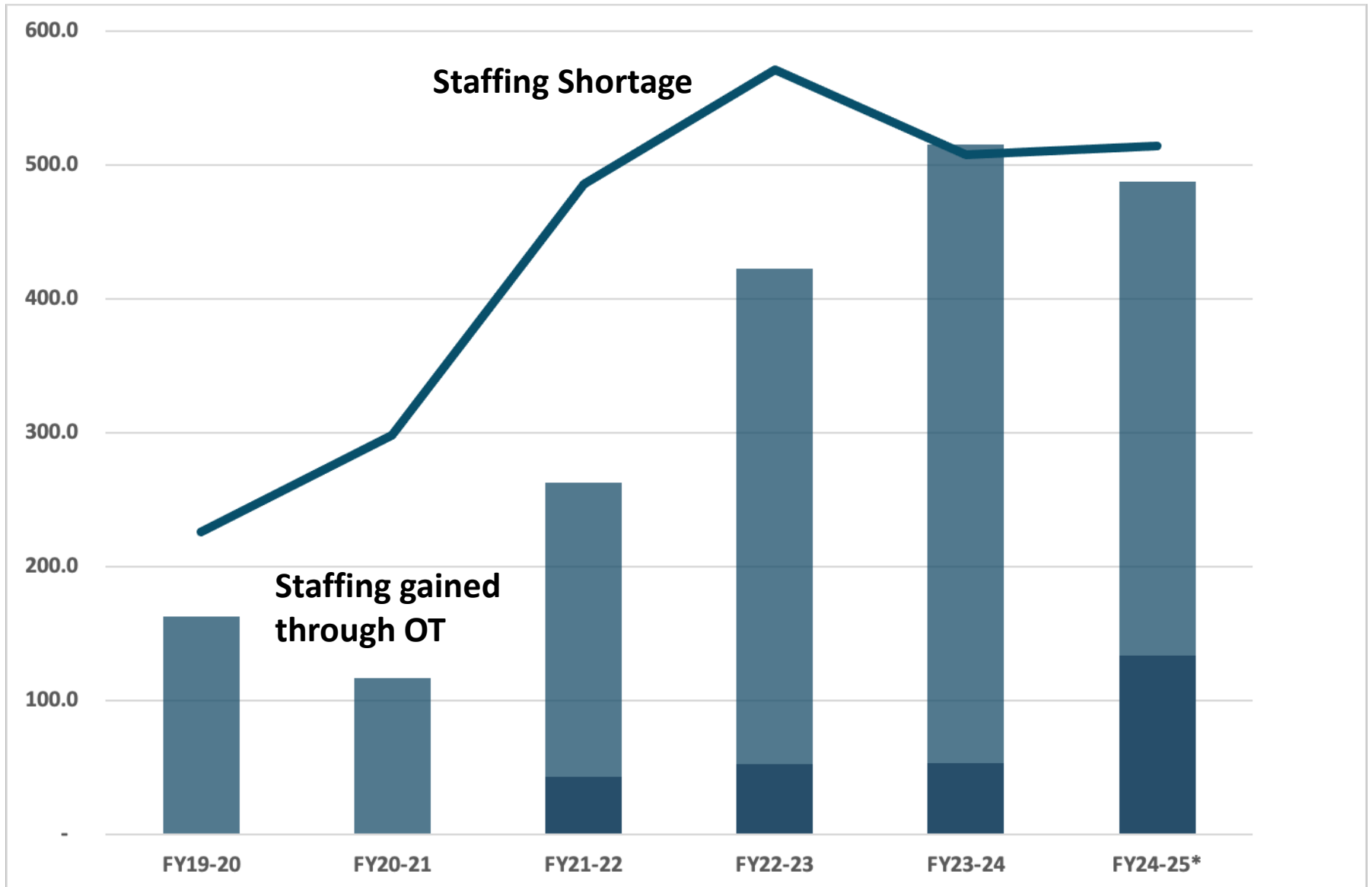
The Department experience high number of sworn separations over the past few years which contributed to the low staffing levels.



STAFFING NEED



STAFFING NEEDS MITIGATED WITH OVERTIME



FY23 SFPD & BLA Performance Audit

The performance audit published on December 12, 2024, includes 5 Findings and 29 Recommendations directed to SFPD

Department Response:

SFPD **agreed** with **26 of the 29 recommendations**, as many have already been implemented or are under consideration for future implementation.

Implementation Progress:

Since the close of the assessment period at the **end of FY23**, **SFPD** has **implemented or made significant progress on approximately 85%** of the agreed-upon recommendations, reflecting continued efforts to improve overtime oversight and operational efficiency.

BLA Recommendations and SFPD Responses

Overtime Usage

SFPD Actions and Responses

- **Formed OT Compliance Unit:** Monitors overtime practices on a bi-weekly basis.
- **Launched OT Dashboard:** Tracks overtime data in 24-hour cycles for real-time oversight.
- **Decentralized OT Justification:** Handled at the station level by commanding officers or platoon commanders.
- **Reinforced Accountability:** DN 24-142 outlines administrative consequences for non-compliance.
- **Planning Backfill Process:** Developing a pre-scheduled system, though many absences stem from unplanned leave or spontaneous events.

Sick and Injury Related Leave

SFPD Actions and Responses

- **Enhanced Oversight and Compliance Measures:**
SFPD issued DN 24-050 to address sick pay abuse and emphasized department-wide compliance. The OT dashboard supports this effort by auditing entries, tracking potential abuse, and monitoring behavior.
- **MOU Adherence with Consideration for Staffing Challenges:**
While SFPD supports quarterly reviews as outlined in the MOU with the POA, ongoing staffing shortages—particularly affecting 10B assignments—require flexibility. SFPD recommends DHR renegotiate these provisions to reflect current operational realities.
- **Strengthened Injury Prevention Oversight:**
A professional staff/civilian staff member now oversees the Injury and Illness Prevention Program, with a semi-annual committee ensuring continued updates and compliance.

Backfill of Overtime

SFPD Actions and Responses

- **Integrated Backfill Tracking and Budgeting:**
The OT dashboard enables tracking, monitoring, and auditing of all backfill activity. Backfill OT is factored into the total OT budget and informs future budget projections alongside prior year data.
- **Minimum Staffing Challenges:**
The Field Operations Bureau has developed a minimum staffing model, but all stations remain below those thresholds. Approximately 120 additional officers are required to eliminate the need for backfill in patrol.
- **Proposed Policy Adjustment for OT Management:**
SFPD plans to work with DHR on a 2026 collective bargaining proposal to limit sworn staff's ability to earn and use compensatory time off during six-month periods when OT is required for patrol backfill.

Use of Overtime for Special Initiatives

SFPD Actions and Responses

- **Standardized OT Allocation:** SFPD uses defined criteria to allocate OT hours, factoring in crime rates, public safety needs, community input, requests from public officials, and calls for service.
- **Enhanced OT Tracking and Evaluation:** Event numbers are assigned to all OT station priorities to track usage per pay period. This system supports evaluation of OT effectiveness, and SFPD is exploring the addition of cost reviews to existing forms for greater accountability.

Overtime Policies, Procedures and Management

SFPD Actions and Responses

- **Collaborative Oversight and Justification Process:** The OT Compliance Unit, in coordination with Station Captains, manages duties outlined in oversight recommendations. Captains must now provide justification when exceeding their OT budgets.
- **Flexible OT Decision-Making with Required Documentation:** OT needs vary by bureau and are influenced by staffing gaps, incidents, and priorities. Supervisors, who typically anticipate OT needs, will be required to document OT offers and reasoning. SFPD is working to establish a formal method for this documentation.
- **Future Focus on Cost and Outcome Analysis:** While current staffing levels limit comparisons between OT and on-duty resources, SFPD will explore methods to evaluate OT costs alongside the outcomes of specific operations and deployments.

SFPD Recommendation Disagreements

SFPD respectfully disagrees with 3 total recommendations:

- ***Recommendation 2.7: Negotiate with the Police Officers Association to revise DGO 11.10 to make employees who used more than 40 hours of paid sick leave in the previous 6 months ineligible to earn the “fitness award”.***
 - SFPD disagrees, as Members returning from extended leave—such as maternity or work-related injury—often rely on the fitness award as part of their reintegration and to demonstrate physical readiness for duty.
- ***Recommendation 3.7: Implement a flexible watch assignment pilot program and negotiate with the Police Officers’ Association to allow SFPD to flexibly adjust watch assignments and re-assign officers to shifts with higher staffing needs.***
 - SFPD disagrees, as this would likely cause negative downstream impacts, complicate scheduling, and result in additional compensation costs that would negate any anticipated savings.

SFPD Recommendation Disagreements

- ***Recommendation 4.4:*** *Incorporate a review of special initiatives done on OT into the biannual SFPD staffing analysis to determine whether baseline staffing levels for police districts should be adjusted due to routine OT use.*
 - SFPD disagrees, as the current staffing analysis methodology is well established and includes input from the community and stakeholders. However, this recommendation may be reconsidered once the department reaches closer to baseline staffing levels.

SFPD Commitment to Sustainable Staffing & OT Oversight

- **Accountability:** Implementing audit recommendations to strengthen oversight and compliance.
- **Efficiency:** Using data-driven practices to manage overtime and support public safety.
- **Strategic Planning:** Addressing staffing shortages with long-term solutions and deployment modeling.
- **Collaborative Budgeting:** Partnering with the Mayor's Office and Board of Supervisors to align OT budgets with operational needs.
- **Transparency:** Maintaining open communication and responsiveness to community priorities.

Any questions?

Thank you.