

Staffing Analysis of the San Francisco Police Department 2021



March 7, 2022

City & County of San Francisco
Police Department

About this report

In November 2020, San Francisco voters approved Proposition E, amending the City Charter to remove the previously established Police staffing baseline and requiring the Police Department to submit a report and recommendation on staffing levels every two years to the Police Commission for consideration when approving the Department's budget. **The purpose of this report is to determine and recommend baseline staffing levels for the San Francisco Police Department using rigorous, industry-reputed methodologies.**

Executive Summary

Background & Purpose

In 2018, the San Francisco Police Department formed a Task Force on Strategic Police Staffing (“Staffing Task Force”) per direction from the Board of Supervisors and the Police Commission as adopted in Resolution No. 63-17. Resolution No. 63-17, supported and signed by the Mayor, “[urged] the San Francisco Police Commission to form a Task Force, in collaboration with the San Francisco Police Chief, on Strategic Police Staffing and with the purpose of determining the best methodology for establishing staffing levels in the San Francisco Police Department.” Resolution 63-17 was adopted to initiate an update to the 1994 Proposition D Charter amendment by determining SFPD staffing levels using a

workload methodology based on the demand for police services rather than utilizing other metrics such as population size.

RESOLUTION 63-17 CALLED FOR THE FORMATION OF A TASK FORCE ON STRATEGIC POLICE STAFFING TO INITIATE AN UPDATE TO THE PREVIOUSLY ESTABLISHED BASELINE USING INDUSTRY-REPUTED, DATA-DRIVEN METHODOLOGIES.

As prescribed in Resolution No. 63-17, the Staffing Task Force included a cross-section of community stakeholders, nationally recognized police staffing experts, data analysts, City and County of San Francisco agency partners, and Police Commissioners. In early 2019, the San Francisco Police Department hired police

staffing expert Matrix Consulting Group, Ltd (“Matrix”) to conduct a comprehensive staffing analysis of the Department. Matrix was directed to develop an understanding of SFPD staffing, operations, and workload; and to develop methodologies to use in the analysis. In 2019, Matrix developed the staffing analysis framework and presented the methodologies throughout the duration of the project to the Staffing Task Force to seek input and direction. In early 2020, Matrix released its report that described the methodologies used to establish SFPD staffing levels, developed in collaboration with the Staffing Task Force; and provided the results of the staffing analysis.

MATRIX CONSULTING GROUP DEVELOPED A STAFFING ANALYSIS FRAMEWORK IN COLLABORATION WITH THE STAFFING TASK FORCE AND RELEASED THE RESULTS OF THE ANALYSIS IN EARLY 2020.

In November 2020, San Francisco voters approved Proposition E, amending the City Charter to remove the previously established 1,971 baseline staffing level and requiring the Police Department to submit a report and recommendation on staffing levels every two years to the Police Commission for consideration when approving the Department’s budget. **The purpose of this report is to recommend baseline staffing levels for the San Francisco Police Department using the rigorous, industry-reputed methodologies developed and used by Matrix Consulting Group and vetted by the Staffing Task Force.**

Methodologies Used to Determine Staffing

In mid-June 2021, following the passage of Proposition E, the Police Commission adopted Resolution No. 21-60 which prescribes the methodologies to be used in establishing San Francisco Police Department staffing levels in this 2021 report. Per the Resolution, Chief Scott directed the Project Team to utilize the following methodologies, as developed and used by Matrix Consulting Group and vetted by the Staffing Task Force, in establishing staffing levels for the Department.

Workload-based Methodology

This analysis utilizes a workload-based methodology that uses quantitative metrics, including community-generated calls for service (CFS), to quantify staffing required for Sector Patrol cars.

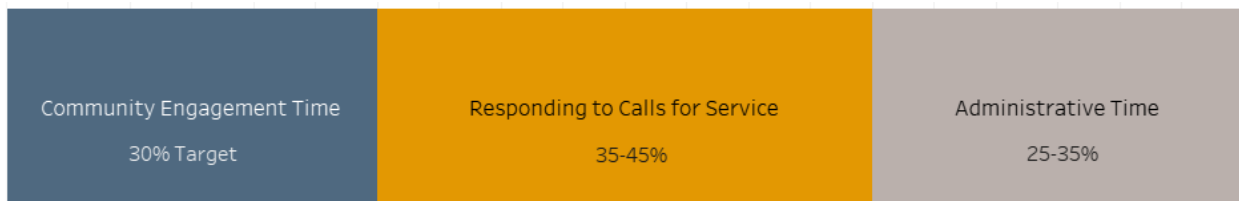
THIS WORKLOAD-BASED METHODOLOGY IS THE INDUSTRY STANDARD. IT HAS BEEN UTILIZED IN PREVIOUS ANALYSES ON DEPARTMENT STAFFING AND CITED IN VARIOUS REPORTS AS THE BEST PRACTICE FOR DETERMINING POLICE STAFFING.

- Matrix Consulting Group’s 2020 “Report on the Police Department – Staffing Study” used the percentage of time spent responding to calls for service from the public, and a target percentage of time devoted to community engagement, to establish recommended staffing levels for patrol officers.
- The Controller’s Office’s 2018 “SFPD Car Sector Patrol Staffing Analysis” conducted best practices research including interviews with police staffing experts and a literature review. The Controller’s Office determined that a workload-based approach was the most rigorous and appropriate methodology and used a framework based on a target percentage of time spent responding to community-generated calls for service and a percentage of time devoted to community engagement, to establish recommended staffing levels for patrol officers.
- The Police Executive Research Forum’s (PERF) 2008 “Organizational Assessment of the San Francisco Police Department” determined via extensive interviews with San Francisco community members, members of the Police Department, and elected and appointed local government officials that “Officers assigned to the 10 districts are expected to perform reactive policing tasks in response to calls for service but also to perform proactive tasks featuring substantial community engagement and partnership.” PERF uses a workload-based methodology with various targets for percentage of time spent responding to community-generated calls for service, with a percentage of time devoted to community policing and problem-solving, to establish recommended staffing levels for patrol officers.
- The San Francisco Budget and Legislative Analyst’s 2016 policy analysis report “Best Practices Related to Police Staffing and Funding Levels found that “the preferred approach by experts in the field, as well as professional organizations, is the workload-based approach as it considers historical workload data, such as calls for service.” The report recommends that “any changes to

the SFPD’s minimum staffing level should be based on a workload-based assessment that accounts for department-specific conditions, as well as a comprehensive examination of historical workload data.”

- Ph.D. Professor James McCabe’s International City/County Management Association (ICMA) Center for Public Safety Management White Paper analyzes police department staffing and reviews findings from 62 agencies nationwide. The White Paper recommends staffing decisions made on actual workload, as “it relies on actual levels of demand for police services and matches that demand with the supply of police resources.” The report notes that a workload-based approach does have shortcomings because demand is modeled entirely on calls for service and “ignores other elements of community demands placed on a department.” Therefore, ICMA advocates for modeling workload and then placing the quantitative analysis in context with other demands facing a department, resulting in “a comprehensive assessment of workload through both calls for service and other sustained operational commitments placed on the department.” The report asserts that a workload-based methodology is the most accurate and reliable predictor of police staffing levels.

Sector Patrol staffing is determined using a workload-based methodology which, as demonstrated by the research presented here, is the industry best practice. This workload-based analysis uses the demand for police services, represented by the time spent responding to calls for service (CFS) from the public, and a target percentage of time devoted to community engagement, to establish recommended staffing levels for Sector Patrol Officers. This is the same methodology used by Matrix Consulting Group in 2020, and aligns with the methodology utilized by the Controller’s Office in 2018 and the Police Executive Research Forum in 2008. An illustration is shown below.



A workload-based methodology is also employed to determine recommended staffing levels for positions with investigative caseloads. Matrix Consulting Group used the same methodology; a basic equation is shown below.

Investigative Workload = [Number of cases assigned] x [Time spent working each case]

Ratio-based Methodology

This analysis utilizes the ratio-based methodology to determine recommended staffing levels for supervisory positions and positions that scale directly with another metric. One example is Sergeants that provide street-level supervision for Sector Patrol Officers.

1 Sergeant to 6 Officers – the police organization industry standard for patrol officer oversight

Fixed Post Methodology

This analysis utilizes the fixed post methodology to establish recommended staffing levels for positions that must be staffed at a specific level for a determined number of hours. The fixed post methodology is an operational analysis such that the Project Team calculated recommended staffing based on designated number of positions or teams must be staffed for a designated timeframe to meet operational coverage needs for the Department.

Non-scaling Methodology

This analysis utilizes the non-scaling methodology to recommend staffing levels for positions that fulfill unique Department functions and are staffed electively to facilitate citywide and Department priorities. Positions that use the non-scaling methodology to determine recommended staffing do not scale based on workload metrics such as calls for service (CFS) or other determined ratios (e.g., number of sworn members in the Department). A senior leadership position is one such example.

Detailed methodological descriptions are provided in each Bureau section.

Approaches Utilized in the Staffing Analysis

- **Data Wrangling and Analysis:** The Project Team conducted extensive quantitative data analysis on calls for service (CFS) to determine recommended staffing levels for Sector Patrol Officers. This workload-based analysis utilizes demand for police services and is the industry best practice that has been utilized in the previous three analyses on SFPD staffing. The Project Team developed and documented replicable data cleaning and data filtering steps for preparing and analyzing the data. This methodology can be used ongoing and will be utilized in future Department staffing analyses.
- **Interviews and Data Collection:** The Project Team conducted extensive qualitative data analysis in the form of interviews with every Bureau, Division, and unit in the Department. The objectives of the interviews were to learn about the function and role of the unit, understand contextual factors that may impact staffing, and to collect data (e.g., caseload data from investigative units).
- **Information Synthesis and Analysis:** Using methodology guidance from the Matrix Consulting Group staffing analysis and police organization industry best practices, the Project Team synthesized both the quantitative data analyzed and the qualitative information collected to determine recommended staffing levels across all Bureaus, Divisions, and units in the Department. These are the “Recommended” figures presented in the report. The “Current” numbers presented are as of September 2021 due to the fact that 1) it is possible to obtain granular patrol assignment data at the bi-annual sign-ups, which occur in March and September of each year; and 2) the Project Team authored the report through the fall/winter, post-data collection. Given the dynamic nature of the “Current” number, the “Recommended” number is the unchanging baseline.

Major Findings

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

A summary table showing current and recommended staffing for the San Francisco Police Department by Bureau is shown below followed by a brief discussion of high-level themes and recommendations.

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

Sworn Staff: High-level Themes

The San Francisco Police Department has a substantial sworn staffing shortage in the Field Operations, Investigations, and Special Operations Bureaus.

A LARGE MAJORITY (72%) OF RECOMMENDED ADDITIONAL SWORN POSITIONS ARE CONCENTRATED IN THE FIELD OPERATIONS BUREAU AT THE DISTRICT STATIONS.

In line with industry best practices, the Project Team conducted a workload-based quantitative analysis using community-generated calls for service (CFS) to determine that the District Stations have a significant resource need in Sector Patrol, representing those Officers in sector cars

that are responsible for responding to calls for service from the public. According to the President's Task Force on 21st Century Policing, building trust and legitimacy on both sides of the police-citizen divide is the foundational principle underlying relations between law enforcement and the communities they serve. Therefore, the Department and the City have set the directive and expectation that Sector Patrol Officers should not only respond to calls for service, but also ideally have dedicated time for engaging with community residents and local businesses. Per the report on 21st Century Policing, community policing emphasizes working with neighborhood residents to coproduce public safety. Law enforcement agencies should, therefore, work with community residents to identify problems and collaborate on implementing solutions, yet these activities are resource intensive, requiring time from police officers and Department personnel, and must be accounted for when determining staffing need.

In the post-pandemic environment, the City's objective is to ensure that San Francisco is a vibrant and welcoming place for residents and visitors alike. Over the past year, the City has launched various initiatives aimed at keeping San Francisco's communities safe, such as targeted

interventions addressing gun violence. San Francisco's gun intervention program, launched in February 2021 as a coordinated response between the City's law enforcement agencies, implements strategies to help reduce shootings, break the cycle of recidivism, and build trust between the community and the Police Department. Other initiatives include the Mid-Market Vibrancy and Safety Plan, and the Tourism Deployment Plan. SFPD is central to both of these initiatives by providing staffing resources to deter crime, engage with the community, and problem-solve with other involved agencies. The Department is fully supportive – but it must be recognized that such initiatives require specialized resources. Due to staffing shortages and citywide resource prioritization, some of the smaller District Stations have temporarily disbanded their specialized units such as Footbeat and Homeless Outreach Officers to ensure adequate Sector Patrol coverage.

In addition to the Field Operations Bureau, the Investigations Bureau and the Special Operations Bureau, whose functions require law enforcement expertise and jurisdiction in all operations, have demonstrated sworn staffing need based on workload and coverage metrics. Current trends in organized retail theft, shootings, and homicides require that the Investigations Bureau collaborate with other regional agencies and City partners to address complex, organized crime, and increase investigative efforts across the Bureau in response to rising caseloads. Staffing need in the Special Operations Bureau has been identified in the Municipal Transportation Division, for traffic enforcement and for Muni positions, and in the Tactical Division, to ensure minimum coverage for specialized units such as SWAT that operate in teams.

Professional Staff: High-level Themes

Professional staff, Department members who are not sworn police officers, possess unique expertise and skills in areas such as analysis, and hence contribute to Department operations and support in critical areas. Throughout the report, these Department members are referred to interchangeably as professional staff, civilians or civilian members, and non-sworn staff. The San Francisco Police Department has a shortage of professional staff given the increasing demand for analytics and reporting,

policy development, technology, and specialized expertise.

SFPD HAS A SIGNIFICANT NEED FOR HIGHLY TRAINED PROFESSIONAL STAFF TO SUPPORT ANALYTICAL, TECHNICAL, AND MANAGEMENT FUNCTIONS THROUGHOUT THE DEPARTMENT.

Over the last several years, the breadth and depth of analytical projects in the Department have increased dramatically due to various factors. These the Collaborative

WHILE THE MAJORITY OF THE STAFFING NEED AT THE DISTRICT STATIONS IS IN SECTOR PATROL, THERE IS A RESOURCE NEED IN SPECIALIZED UNITS (E.G., FOOTBEATS) AT THE DISTRICT STATIONS.

Reform Initiative (CRI) implementation and ongoing progress monitoring; an internal shift toward using management analyses in decision-making, with specialized units such as the Crime Strategies Division and the Staffing and Deployment Unit undertaking such data-oriented projects; and increased externally facing reporting and interface with external partners, exemplified by the work conducted by the Business Analysis Team and the Policy and Public Affairs Office.

Conducting and managing the Department’s analytical projects is one piece, and the other is technology. Given the increasingly technological nature of the field, driven in part by the demand for large IT infrastructure projects and systems that can seamlessly store and report large volumes of data, and the continuously involving demand for advanced IT security, the Department has a significant need for technically trained professional staff, in areas from IT Project Management to IT Architecture and Operations to IT Support.

There is a significant need for professional staff who possess a broad skillset in management operations to enhance the functionality of units across the Department. Historically, operational units have relied heavily on Clerks for data entry and record keeping, and it would be beneficial to expand the role of professional staff in administrative management. A classification such as a Management Assistant can manage office operations, conduct basic reporting and analysis, author memos and newsletters, and develop and implement processes. Various units across the Department would greatly benefit from professional staff trained in operational management, from the Captain’s Staff at District Stations to the Community Engagement Division, to the units responsible for the Department’s permitting functions.

SFPD HAS A NEED FOR PROFESSIONAL STAFF WHO POSSESS SPECIALIZED SKILLSETS, SUCH AS CRIMINALISTS AND POLICE SERVICES AIDES (PSAS).

Other examples of professional staffing needs can be seen with the Department’s Forensic Services Division, which requires specialized positions such as Criminalists, who are trained in forensic investigation; and in

the ID Unit, which requires Fingerprint Technicians, who are trained in biometric identification systems. At the District level, Police Services Aides (PSAs) would be beneficial as they are able to work alongside sworn members in areas such as staffing public facing windows at the District Stations and taking certain types of reports. PSAs would also prove useful in areas such as the Report Writing Units by facilitating continuity in operations and providing high-quality service, and may yield opportunities to civilianize portions of sworn member job duties.

According to the International Association of Chiefs of Police (IACP) Model Policy establishing law enforcement agencies’ commitment to hiring and utilizing professional staff, the “efficiency and effectiveness of law enforcement agencies is enhanced when sworn and non-sworn personnel are appropriately used to perform those functions that are best suited to their special knowledge, skills and abilities.” Throughout, the full report suggests civilian staffing opportunities that can be categorized by: the complete civilianization of a position, the addition of a civilian position to remove some job duties from a sworn member and hence utilize the sworn member’s expertise elsewhere, and the addition of a civilian position because the unit’s responsibilities necessitate additional staffing and specialized professional staff expertise in particular. The full report provides detailed analysis and considerations.

Summary and Recommendations by Bureau

Field Operations Bureau

Field Operations Bureau						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	4	4	0	3	3	0
Operations - Executive Team	1	1	0	1	1	0
Field Operations Bureau - Admin	3	3	0	2	2	0
FOB - Patrol	1,203	1,472	+269	57	67	+10
Metro Division	692	860	+168	31	36	+5
Golden Gate Division	511	612	+101	26	31	+5
FOB - Other Units	56	52	(4)	8	12	+4
FOB-Headquarters (FOB-HQ)	22	19	(3)	1	2	+1
Alcohol Liaison Unit and Permits	4	4	0	3	5	+2
Crisis Intervention Team	5	5	0	0	0	0
Healthy Streets Operations Center	9	9	0	0	0	0
Community Engagement Division	16	15	(1)	4	5	+1
BUREAU TOTAL	1,263	1,528	+265	68	82	+14

Please note that the Assistant Chief of Operations is included in FOB Administration for the purpose of summarizing full Department numbers.

Methodologies Used to Determine Recommended Staffing

The methodologies used to determine staffing levels for the Field Operations Bureau are listed below followed by brief Bureau-specific examples.

- **Workload-based Methodology:** The Project Team conducted a workload analysis based on community-generated calls for service (CFS) to determine staffing for Sector Patrol Officers.
- **Ratio-based Methodology:** The industry best practice span of control ratio of one Sergeant to six Officers is used to determine staffing for Sector Patrol Sergeants, who provide street-level supervision to Sector Patrol Officers.
- **Non-scaling Methodology:** An example here is Community Engagement Division (CED), as staffing levels are driven by Department priorities, initiatives, and staffing availability.

Summary and Recommendations

- **All sworn need in the Field Operations Bureau is in Patrol (District Stations), where the Project Team recommends an additional 258 sworn members across the Metro Division and the Golden Gate Division.** The workload-based analysis indicates that the majority of sworn staffing need is in Sector Patrol for both Divisions, with additional resources needed to fully staff District Station specialized assignments such as Foot Beat Officers.
- **The City and the Department need to determine priorities and vision around SFPD's involvement in the City's response to homelessness.** In September 2021, SFPD's HSOC staffing level was the bare minimum for SFPD having any presence at all at HSOC: two representatives at the City's Emergency Operations Center, and one field team of one supervising Sergeant and seven

Officers. Since the vaccine mandate and SFPD's ongoing operational need for staffing, the Department's HSOC presence has been entirely disbanded. Future SFPD staffing at HSOC must be driven by the City's vision for the Department's role in HSOC and staffing availability. Similarly, staffing for the Community Engagement Division (CED) is based on Department policy initiatives and staffing levels must be determined based on prioritization and resource availability.

- **There are opportunities for increased professional staffing in various units throughout the Field Operations Bureau to facilitate improved operational management and service delivery.** Subunits such as [Overtime] Police Law Enforcement Services (PLES) in the FOB-HQ have significant administrative tasks involving record keeping and coordination and could benefit from a Management Assistant; Alcohol Liaison Unit and Permits similarly are responsible for a range of different administrative processes and coordination with internal and external partners and could benefit from professional staff trained in operations. At the District Stations, a Management Assistant would play a valuable role on the Captain's Staff and would be tasked with office operations, basic reporting and analysis, and authoring newsletters. Finally, the Department should consider utilizing professional staff rather than sworn members on temporary modified duty (TMD) in the newly formed Report Writing Unit to promote continuity and a high level of service.

Investigations Bureau

Investigations Bureau						
Division or Unit	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Investigations - Admin	3	3	0	6	5	(1)
Strategic Investigations	49	54	+5	2	2	0
Major Crimes	71	83	+12	2	2	0
General Crimes	53	67	+14	8	11	+3
Special Investigations	31	32	+1	1	1	0
Special Victims	47	61	+14	4	4	0
Forensic Services	21	21	0	65	80	+15
Crime Strategies	3	1	(2)	10	31	+21
BUREAU TOTAL	278	322	+44	98	136	+38

Methodologies Used to Determine Staffing

The methodologies used to determine staffing levels for the Investigations Bureau are listed below followed by brief Bureau-specific examples.

- **Workload-based Methodology:** The Project Team conducted analyses using the number of assigned cases to be investigated and hours per case to determine staffing for Sergeant Investigators in investigative units.
- **Ratio-based Methodology:** The Project Team used a ratio-based span of control methodology to determine staffing for supervisory positions such as Sergeants supervising Officers in some investigative units and Criminalist Supervisors supervising Criminalists in the Forensic Services Division.
- **Non-scaling Methodology:** Examples of positions that do not scale to workload or other metrics include leadership positions such as the Lieutenant that serves as the Officer in Charge (OIC) of an investigative unit and positions in Special Investigations such as the liaison with the US Marshall's Task Force.

Summary and Recommendations

- **Based on the caseload-based analyses conducted, the Project Team recommends additional sworn staffing primarily in the Strategic Investigations Division, the Major Crimes Division, the General Crimes Division, and the Special Victims Unit.** In the Strategic Investigations Division, caseload data indicates the need for additional Investigators in the Homicide Unit; in the Major Crimes Division, there is a need for additional Investigators in the Robbery and Burglary Units. Caseload data across the 10 District Stations shows that the Station Investigation Teams (SIT) in the General Crimes Division have a need for additional resources. Across the Bureau, staffing need is driven by current crime trends as well as case assignment dynamics between units: as robbery cases become more complex and more time intensive (e.g., series robberies), lower-level robbery offenses such as Estes robberies are pushed down from Robbery to SIT. Special Victims Unit (SVU) covers a broad range of person crimes and conducts a large portion of the

Department's rebookings; caseloads have remained relatively constant, yet current staffing is down significantly due to retirements and assignment to other units.

- **The Forensic Services Division has a need for professional staff who possess specialized skills and training in specific areas.** For example, Criminalists in Forensic Services are trained to scientifically analyze the nature, origin, and significance of physical evidence in criminal investigations; additional Criminalists are needed to support the chemical analysis function in the Forensic Alcohol section. The ID Unit requires additional Fingerprint Technicians, trained specifically in fingerprinting and biometric identification systems, to support the unit's workload.
- **The Project Team recommends that the Department initiate the process of civilianizing Crime Scene Investigations (CSIU).** One critical consideration is that it is likely that new professional staff classification(s) will need to be created to ensure that the unit is staffed with well-trained civilian specialists. This process is possible but not timely; the Department should explore civilianization options for the Unit while maintaining current staffing to provide continuity of operations and service.
- **Given the breadth and depth of the analytical work conducted by the Crime Strategies Division (CSD), there is a significant need for Analyst positions in the Division.** CSD supports the entire Operations branch of the Department – Field Operations Bureau, Investigations Bureau, and Special Operations Bureau – in conducting strategic, tactical, and operational analyses and case support. Using a ratio-based methodology established by the International Association of Crime Analysts (IACA), the Project Team recommends additional staffing in CSD.
- **The Project Team recommends that the Department explore splitting Crime Strategies Division into two separate units, one devoted to strategic analyses, and the other specifically focused on tactical, operational analyses and case support.** Given the different workflows, timelines, and skillsets required (e.g., certifications and case/court knowledge) for these analyses, creating two separate units may enable the Division to serve the Department more efficiently. Moreover, the Department should explore the possibility of utilizing Crime Analysts who are certified to testify in court, be it through the creation of a new classification or an advancement pathway under the current Analyst classification.

Special Operations Bureau

Special Operations Bureau						
Division or Unit	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Special Operations - Admin	1	1	0	1	1	0
Traffic Division	60	88	+28	5	6	+1
Tactical Division	61	79	+18	6	7	+1
Homeland Security Division	27	29	+2	10	9	(1)
Urban Areas Security Initiative	2	2	0	1	1	0
BUREAU TOTAL	151	199	+48	23	24	+1

Methodologies Used to Determine Staffing

The methodologies used to determine staffing levels for the Special Operations Bureau are listed below followed by brief Bureau-specific examples.

- **Workload-based Methodology:** The Project Team conducted a workload-based analysis using the number of investigated traffic collisions and the time per case to determine recommended staffing for the Traffic Collision Investigations Unit (TCIU).
- **Ratio-based Methodology:** The Project Team used a ratio-based span of control methodology to determine staffing for supervisory positions such as Sergeants supervising Officers on Special Weapons and Tactics (SWAT) teams. One additional example is using a ratio of Officers to average daily SFMTA ridership figures to determine staffing for the Muni Response Team.
- **Fixed Post Methodology:** The Project Team used the “fixed post” methodology to determine staffing for units with coverage requirements, meaning that the Project Team must consider that operationally teams must be staffed on both sides of the watch and across multiple shifts. One example is the SWAT team: to ensure full coverage, recommended staffing is four teams of one Sergeant and seven Officers.
- **Non-Scaling Methodology:** The Special Operations Bureau has several positions that do not scale to workload or other metrics. Examples are positions whose staffing is determined via directive codified in grant agreements with other City and regional/federal agencies such as positions on the Muni Task Force (MTF) and in the Homeland Security/Urban Areas Security Initiative. The non-scaling methodology is also used to determine staffing for positions that provide highly specialized skills and expertise to the Department.

Summary and Recommendations

- **The Project Team recommends additional staffing in the Traffic Division, the Tactical Division, and the Homeland Security Unit based on analyses conducted using the methodologies described above.** In the Traffic Division, resources are recommended primarily in Traffic Enforcement, with some additional staffing recommended in Traffic Collision Investigations Unit (TCIU) and on the Muni Task Force (MTF). In the Tactical Division, additional resources are recommended in SWAT and in the Honda Unit based on the fixed post, team-based structure utilized by both units.

Minimal positions are recommended in Homeland Security based on grant funding agreements currently in place.

- **The Project Team recommends that the Department explore options for civilianizing the Department Operations Center (DOC).** Currently DOC is staffed with sworn members who are less than full duty (and therefore not fully deployable to other assignments) based on some sort of temporary modified duty (TMD) classification or pending disciplinary investigation. Therefore, sworn members in this assignment are often only temporarily assigned to provide call center services, and may not provide a standard level of service and continuity. As a large portion of DOC staffing does not require law enforcement expertise, the Department should consider civilianizing DOC for both continuity and to promote high quality service.

Administrative Services Bureau (“Administration Bureau”)

Administrative Services Bureau						
Division or Unit	SWORN			CIVILIAN		
	Current	Need	Difference	Current	Need	Difference
Admin and Office of Equity and Inclusion	5	6	+1	1	2	+1
Administration Division	2	2	0	28	39	+11
Academy Division	42	42	0	7	7	0
Staff Services Division	19	19	0	49	55	+6
Crime Information Services Unit	17	18	+1	39	45	+6
BUREAU TOTAL	85	87	+2	124	148	+24

Methodologies Used to Determine Staffing

The methodologies used to determine staffing levels for the Administration Bureau are listed below followed by brief Bureau-specific examples.

- **Workload-based Methodology:** The Project Team conducted a workload-based analysis using the number of background investigations for potential Police Officer candidates and the time per case to determine recommended staffing for the Background Investigations Unit.
- **Ratio-based Methodology:** The Project Team used a ratio-based methodology to determine staffing for units like Fleet and Facilities, where a ratio based on the number of Department vehicles and Department facilities, respectively, is used to determine recommended staffing; the Range, where a ratio based on the number of sworn members in the Department is used; and various units in the Academy, where Peace Officer Standards and Training (POST) mandates instructor-to-trainee ratios in training classes.
- **Non-scaling Methodology:** Examples include staffing for units that are specific Department and citywide priorities such as the Office of Equity and Inclusion (OEI). San Francisco’s Office of Racial Equity (ORE) was established via ordinance in July 2019; ORE has the authority to enact a citywide Racial Equity Framework and to direct City departments to develop and implement mandated Racial Equity Action Plans (REAP). SFPD’s OEI was created in response to the Racial Equity Framework and the Department’s REAP.

Summary and Recommendations

- **The Administration Bureau needs additional professional staff in some key areas: Fleet and Facilities in the Administration Division, various units in the Staff Services Division, and Records Management in the Crime Information Services Unit.** The Project Team recommends additional staff in the Fleet and Facilities units to effectively manage and maintain the Department’s physical assets. In the Staff Services Division, additional analytical resources are needed to support the Bureau’s analytical projects on recruitment, hiring, training, retention, and staffing.
- **The Department should consider centralizing command of the Fleet and Facilities unit entirely within the Administration Division.** Currently, the Automotive Service Workers and the Facilities Coordinators that manage and maintain the District Station vehicles and facilities, respectively,

report to the Commanding Officers of their respective stations. Developing a centralized management and reporting structure would facilitate standardized processes, unified direction, and more efficient management of the Department's physical assets.

- **The Department worked with the City's Department of Human Resources (DHR) to create a civilian Background Investigator classification that is now active.** Background Investigators are important because they are responsible for conducting background investigations on potential police officer candidates, a critical role in the Department's hiring pipeline. Past studies identified the Background Investigator position as an opportunity for civilianization and this recommendation has largely been fulfilled, as the unit is comprised of predominantly professional staff. Many of the civilian part-time Investigators in the Background Investigations unit are now under the new classification, and the Department should continue to explore the implications of utilizing part-time versus full-time Investigators.
- **The Crime Information Services Unit (CISU) currently faces oversight challenges due to the lack of supervisory staff.** Between the Records Management Division and the Property Control Division, CISU needs supervisory staff in the Chief Clerk classification to oversee daily operations.
- **There is an opportunity to civilianize all sworn positions within the Records Management Division of CISU.** The Records Management Division is responsible for the collection, storage, and distribution of all incident reports; and the maintenance of historic records, with the added responsibility of ensuring that all digital records are searchable and available to be used for statistical and investigative purposes. Staff in the Division are responsible for fulfilling information requests from the public, other agencies, and internal units. While some Officers are assigned to Records Management due to temporary activity restrictions, there are some sworn members who hold a permanent assignment. All duties and responsibilities of the Records Management Division, which are largely administrative, can be performed by professional staff.
- **The Property Control Division of CISU needs additional support and can utilize members on temporary modified duty (TMD) to prepare for the Division's anticipated planned relocation.** The Property Control Division is responsible for maintaining and processing all property and evidence that is entered into the custody of the San Francisco Police Department. Considering physical limitations, additional support is needed with administrative tasks to prepare for the move. Thousands of old cases will need to be reviewed to determine if property and evidence can be disposed of and items will need to be barcoded, packed, transported, and/or prepared for destruction. This is a temporary assignment that provides an opportunity for the Department to utilize sworn members with temporary activity restrictions in the one-time, critical task of assisting with the Division's anticipated relocation.

Strategic Management Bureau

Strategic Management Bureau						
Division or Unit	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
SMB - Admin	0	0	0	2	3	+1
Professional Standards	10	10	0	9	21	+12
Fiscal Division	0	0	0	12	14	+2
Technology Division	1	1	0	41	58	+17
BUREAU TOTAL	11	11	0	64	96	+32

Methodologies Used to Determine Staffing

The methodologies used to determine staffing levels for the Strategic Management Bureau are listed below followed by brief Bureau-specific examples.

- Ratio-based Methodology:** The Project Team used a ratio-based span of control methodology to determine the appropriate staffing levels for supervisory roles based on the targeted number of direct reports for a specific unit/function. For example, span of control for the Program Manager of the Business Analysis Team scales at a rate of one full-time equivalent (FTE) per 10 direct reports; the Business Analysis Team currently has seven Analysts which can be managed by one Program Manager.
- Non-scaling Methodology:** Many of the units and roles within the Strategic Management Bureau are specialized and are not scalable to workload or other metrics. These positions are unique and staffing levels are determined by Department leaders and key decision makers.

Summary and Recommendations

- The Project Team recommends additional professional staff in the Professional Standards and Principled Policing (PSPP) Unit to support growing needs in data collection, monitoring, and reporting.** The Collaborative Reform Initiative (CRI) has been the Department's top priority over the last five years. As the Department's focus shifts to sustaining the CRI efforts, Professional Standards and Principled Policing will need additional resources to implement change management and policy development, which includes conducting best practices research, developing drafts, managing workgroups, consulting with subject matter experts (SMEs), and working internally with Command Staff and other Department stakeholders. Data collection and transparency continue to be critical aspects of Department operations, and additional analytical resources are needed to meet the demands of data-driven decision-making and data reporting requirements.
- The Project Team recommends additional professional staff in the Fiscal Division, which handles all budgeting, accounting, contracts, and grants for the Department.** The Fiscal Division has several vacancies, and citywide changes in technology procurement as well as the City's transition to a new financial management system have placed additional pressure on the Fiscal Division's

capacity. The addition of a Grants Manager, and an Analyst to support the Contracts and Budget Managers, would support the Division in managing its workload.

- **The Project Team recommends additional professional staff in the Technology Division in various areas such as IT Project Management and IT Support.** The Technology Division provides all communication and information technology support services for the Department in areas including IT Project Management, Architecture and Operations, Applications, Business Intelligence, and IT support. The Project Team recommends additional resources to develop a long-term IT strategic framework and a comprehensive technology training program for the Department, to create redundancy in crucial security and database programming functions, to support the Department's evolving business analysis needs, and to provide high-quality technological support that enables Department members to do their jobs effectively.

Office of Chief of Staff

Office of Chief of Staff						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
Strategic Communications	4	4	0	6	7	+1
Policy and Public Affairs				4	5	+1
Labor Relations Office				2	3	+1
Risk Management - Admin	2	2	0			
RMO - Legal	11	12	+1	26	42	+16
RMO - Internal Affairs	20	18	(2)	5	6	+1
Commission Office	2	2	0	2	2	0
BUREAU TOTAL	40	39	(1)	46	66	+20

Methodologies Used to Determine Staffing

The methodologies used to determine staffing levels for the Office of Chief of Staff are listed below followed by brief Bureau-specific examples.

- **Workload-based Methodology:** The Project Team conducted analyses on various measures throughout the different Divisions to determine appropriate staffing levels for Officers, Sergeant Investigators, Legal Assistants, and Clerks. Examples of workload measures include the total number of various Public Records Act (PRA) requests, the number of Internal Affairs (IA) investigations, and the number of officer-involved shootings.
- **Ratio-based Methodology:** The Project Team used a ratio-based methodology to determine staffing for positions supporting the Court Liaison Unit. Recommended staffing for sworn and civilian members is scaled to the total number of court dates within the calendar year.
- **Non-scaling Methodology:** Many of the units and roles within the Office of Chief of Staff are specialized and are not scalable to workload or other metrics. These positions are unique and staffing levels are determined by Department leaders and key decision makers.

Summary and Recommendations

- **Given recent legislative changes, the Project Team recommends additional professional staff in the Legal and Internal Affairs Divisions within the Risk Management Office.** Senate Bill (SB) 1421, which mandates the disclosure of all records connected to officer-involved shootings, use of force resulting in great bodily injury, and cases of dishonesty and/or sexual assault by Department members, has increased workload significantly for all Divisions and a significant backlog exists. Senate Bill (SB) 16, which became effective on January 1, 2022, will also increase the workload for all Risk Management units, as this bill expands use of force disclosures and allows for the release of sustained findings of unlawful/discriminatory conduct by Department members. While the impact is not yet fully known, SB-16 has the potential to produce 18,000 backdated/historical cases, in addition to over 1,000 new cases each year.

- **The Media Relations Unit and the Policy and Public Affairs Office need additional specialized and analytical professional staffing.** As social media platforms continue to evolve, there is a great demand for video content and Media Relations needs an additional videographer to support the Department’s multiple video projects. In addition to liaising with the Board of Supervisors and collaborating with the Police Commission, the Policy and Public Affairs office must stay up to date with constantly changing legislation. Currently the unit does not have the resource availability to routinely review more than 30 state bills that impact the Department and participate regularly in all committee meetings and therefore additional analytical support is recommended.
- **Given the Police Commission’s recent decision to apply the Department’s Code of Conduct (DGO 2.01) and all other DGOs to civilian employees, the Labor Relations Office needs additional analytical support.** Prior to this decision, the Labor Relations Office only worked with the two unions for sworn members: Police Officers Association (POA) and the San Francisco Municipal Executives Association (SFMEA). Effective September 2021, the Labor Relations Office must now provide an opportunity to meet and confer for the general ordinance with all 10 unions that represent employees in the Department.

Chief’s Office

Chief's Office						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Chief of Police	1	1	0			
Sergeant	1	1	0			
Officer	1	1	0			
Executive Assistant				1	1	0
Clerk				0	1	+1
CHIEF'S OFFICE TOTAL	3	3	0	1	2	+1

Summary and Recommendations

- **There is a need for additional clerical support within the Chief’s Office to assist with various administrative tasks.** Members in the Chief’s Office provide high-level administrative support for the Chief of Police in managing the oversight of the Department and its operations. Sworn Detail triages, refers, and elevates points of contact to the Chief as appropriate, and serves as an escort detail for the Chief. Staffing has decreased in recent years due to promotions and other Department staffing priorities.

Conclusion

The analysis shows that the San Francisco Police Department has a significant staffing deficit across both sworn and professional staff when assessed against recommended staffing levels, determined using the industry-reputed methodologies used by Matrix Consulting Group and prescribed in Police Commission Resolution No. 21-60. For detailed analysis on the staffing figures and summarized recommendations, please reference the full report “Staffing Analysis of the San Francisco Police Department.”

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Field Operations Bureau

Overview

The Field Operations Bureau provides patrol services to the City and County of San Francisco. There are 10 District Stations located throughout San Francisco, organized under two Divisions: Metro and Golden Gate. Each District Station includes Sector Patrol cars, which respond to community-generated calls for service, and specialized station assignments like Foot/Bike Beat, Homeless Outreach, and Housing officers. Full duty sworn members across all ranks in Patrol – meaning, assigned to the District Stations – represent approximately 70% of the Department’s full duty sworn workforce.

The Field Operations Bureau also includes specific units located at Police Headquarters that provide centralized operational support to the Bureau in areas such as creating citywide event plans, managing vendor contracts in the hiring of off duty personnel to provide uniformed patrol, and coordination of the Department’s Cadet program. The Field Operations Bureau also includes citywide units that operate permitting and crisis intervention training and implementation, and SFPD’s unit within San Francisco’s Healthy Streets Operations Center (HSOC). The Department’s Community Engagement Division (CED) also sits within the Field Operations Bureau.

Recommended Staffing

The results of the analysis indicate a significant staffing need at the District Stations in order to handle workload demand. The next section provides an explanation of the workload-based methodology utilized to determine staffing.

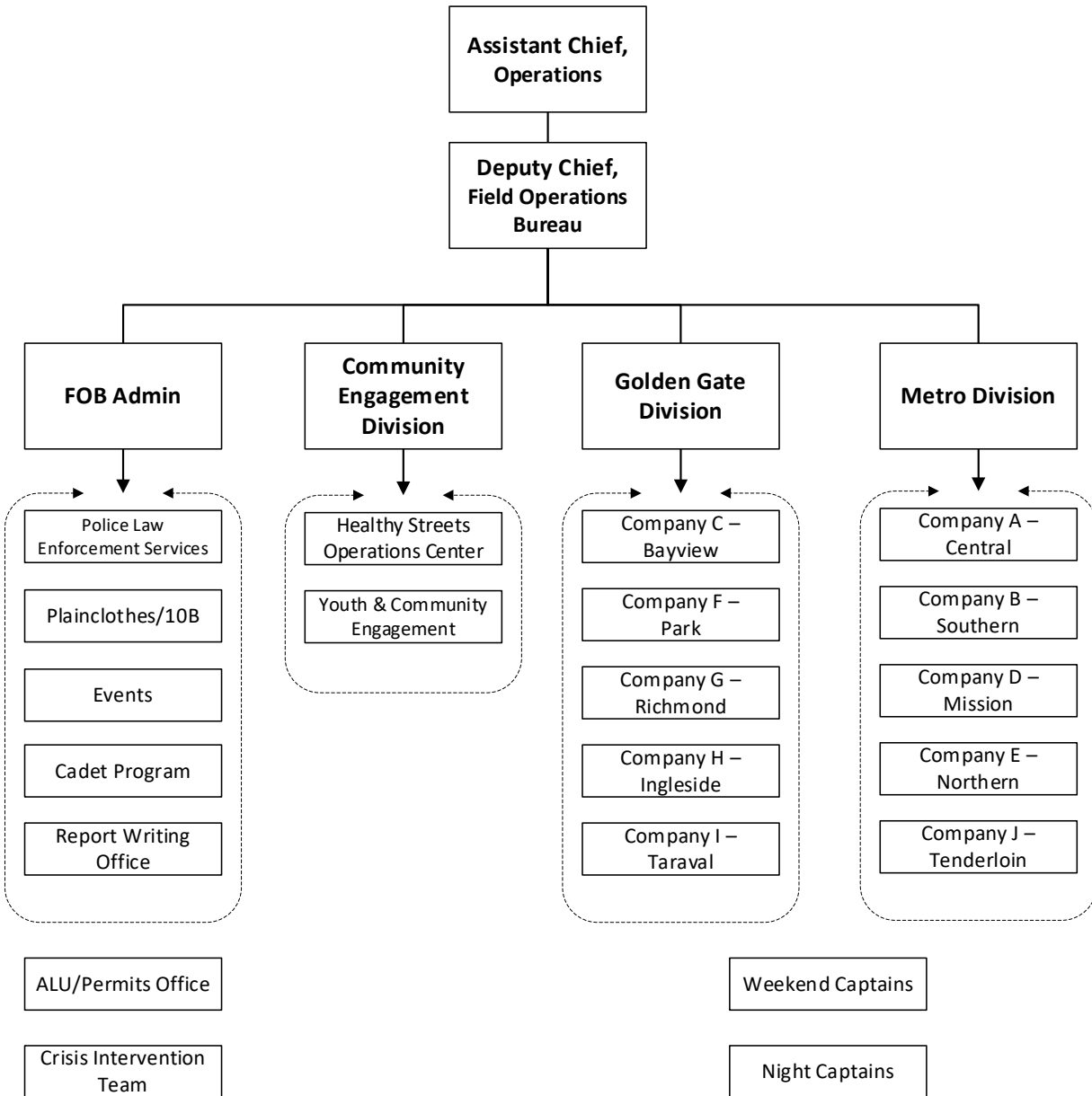
Field Operations Bureau						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	4	4	0	3	3	0
Operations - Executive Team	1	1	0	1	1	0
Field Operations Bureau - Admin	3	3	0	2	2	0
FOB - Patrol	1,203	1,472	+269	57	67	+10
Metro Division	692	860	+168	31	36	+5
Golden Gate Division	511	612	+101	26	31	+5
FOB - Other Units	56	52	(4)	8	12	+4
FOB-Headquarters (FOB-HQ)	22	19	(3)	1	2	+1
Alcohol Liaison Unit and Permits	4	4	0	3	5	+2
Crisis Intervention Team	5	5	0	0	0	0
Healthy Streets Operations Center	9	9	0	0	0	0
Community Engagement Division	16	15	(1)	4	5	+1
BUREAU TOTAL	1,263	1,528	+265	68	82	+14

* Please note that the Assistant Chief of Operations is included in the Field Operations Bureau table.

Organizational Chart



Field Operations Bureau



Methodologies Used to Determine Staffing

Workload-based Methodology

Sector Patrol Officers are responsible for responding to community-generated calls for service; these are the Officers that arrive on-scene when members of the public request law enforcement services. At each District Station, Lieutenants oversee the Sector Patrol function, while Sergeants provide street-level supervision and the Police Officer rank responds to calls for service.

The District Stations represent approximately 70% of the Department's sworn full duty workforce, and approximately 80% of Officers at the District Stations are assigned to Sector Patrol. Providing direct patrol services accounts for a significant portion of the Department's resources and this function is paramount to the services provided by any law enforcement agency. The following section provides a detailed description of the methodology used to determine workload and service levels at each District Station, metrics that are then used to determine recommended staffing levels for Sector Patrol Officers. **Per industry best practices, Sector Patrol Officer staffing needs are determined using a workload-based methodology based on calls for service from the public.**

Sector Patrol Officer Definition

- **SECTOR PATROL ONLY:** Sector Patrol units are identified in the data by a "call sign" code that indicates the District Station, the assignment, and the shift. To be included in this analysis, the assignment number must represent a Sector Patrol unit. ***Other station personnel assigned to units such as Foot/Bike Beat, Housing, Homeless Outreach, and Plainclothes are not included in this analysis.*** Even though officers in specialized units do respond to calls for service (e.g., a Footbeat officer may respond to call for service in the designated beat area), it is not their primary responsibility to do so, as is the case with Sector Patrol.
- **OFFICER RANK ONLY:** Sector Patrol supervisors (Lieutenants and Sergeants) are not included in this analysis. Other methodologies such as span of control are used to determine Sector Patrol supervisory staffing levels.

METHODOLOGY SUMMARY: Recommended staffing for Officers assigned to Sector Patrol is calculated by measuring workload, which is community-generated calls for service (CFS), and the time it takes to respond to the CFS workload, as well as accounting for time dedicated to community engagement and time dedicated to administrative tasks. Time spent on community engagement is a policy decision for which a target must be set. Workload is then assessed against staffing availability, which is the net available work hours (NAWH) for personnel, representing work time available after leave and training.

Workload – Community-Generated Calls for Service (CFS)

Data

The Project Team calculated the community-generated calls for service workload of Sector Patrol Officers by analyzing incidents in the computer-aided dispatch (CAD) system for calendar year 2019. The Covid-19 pandemic dramatically impacted law enforcement call volume across the nation in calendar year 2020. Therefore, the Project Team determined that 2019 data provides a more accurate representation of calls for service without pandemic restrictions and other factors present in anomaly year 2020.

Criteria

For incidents to be classified as a community-generated call for service in this analysis, the following criteria must be met:

- The incident was first created in calendar year 2019.
- The incident must have been assigned to a unit designated as Sector Patrol via the “call sign” identifier 1-19. This includes both one-person and two-person Sector Patrol units.
- ***The incident is a community-generated call for service and therefore NOT an “on view” incident (e.g., a self-initiated traffic stop).*** Specific incident types that are likely to be self-initiated as well as administrative call codes are excluded from this analysis.
- The incident is a unique record (duplicate records have been eliminated from the analysis).

Using this methodology, the Project Team determined the community-generated calls for service workload for Sector Patrol officers at the 10 District Stations. **It should be noted that the calls for service figures presented in this analysis are a specific subset of SFPD *total* calls for service given that these incidents represent: 1) only those that are community-generated (rather than self-initiated), 2) were responded to by a Sector Patrol unit, and 3) by personnel holding the Officer rank.**

Community-Generated Calls for Service Responded to by Sector Patrol Officers by District Station

District Station	# CFS
Co. A - Central Station	41,693
Co. B - Southern Station	41,172
Co. C - Bayview Station	25,449
Co. D - Mission Station	37,358
Co. E - Northern Station	41,252
Co. F - Park Station	16,456
Co. G - Richmond Station	18,980
Co. H - Ingleside Station	25,300
Co. I - Taraval Station	25,699
Co. J - Tenderloin Station	34,738
Grand Total	308,097

Workload Hours – Time Spent on Calls for Service

Calls for service workload hours – the hourly measurement of the time spent responding to CFS – are determined by multiplying the number of community-generated calls for service and the time spent responding to (“handling”) this workload. Handling time (HT) represents the duration of time from the call dispatch timestamp to the call close time stamp in order to accurately account for the full interval of time that a unit spends committed to a call. This is the same handling time interval used by Matrix Consulting Group to calculate Sector Patrol workload hours.

It should be noted that more serious calls for service result in an assigned (primary) unit responding to the incident with an additional backup unit(s) subsequently responding to provide additional support. As these backup units are devoting staffing hours toward a particular call, backup unit responses and backup unit handling time must also be included in the calls for service workload hours. On average, backup unit handling time is *longer* than assigned unit handling time for a few key reasons. First, incidents that warrant support from additional units are inherently more severe and hence generally record longer handling times. Similarly, incidents of higher severity often require multiple backup units, and additional handling time for *all* backup units must be included to accurately represent workload hours.

Based on professional experience, Matrix Consulting Group estimated backup unit handling time at a rate of 75% of the assigned unit’s handling time on each individual call, and the Project Team used the same methodology and estimate. The overall average backup unit handling time is *higher* than the overall average handling time for assigned units for the reasons described above.

Therefore, the **workload hours** calculation of Sector Patrol staffing must include:

- The number of community-generated calls for service for the assigned unit, and the number of backup unit responses to these calls for service
- Average handling time for assigned unit and backup units

The following table presents these calculations, showing the total workload hours resulting from the community-generated calls for service workload.

Total Calls for Service Hours by District Station

District Station	# CFS	Assigned Unit HT (minutes)	Assigned Unit Hours	Backup Unit Count	Backup Unit HT (minutes)	Backup Unit Hours	Total CFS Hours
Co. A - Central Station	41,693	34.3	23,854	25,265	52.8	22,252	46,105
Co. B - Southern Station	41,172	38.5	26,428	23,706	56.8	22,427	48,856
Co. C - Bayview Station	25,449	44.2	18,734	17,636	69.8	20,504	39,238
Co. D - Mission Station	37,358	38.2	23,759	23,921	63.0	25,106	48,866
Co. E - Northern Station	41,252	39.1	26,917	18,454	68.0	20,911	47,828
Co. F - Park Station	16,456	33.8	9,282	6,333	50.4	5,320	14,602
Co. G - Richmond Station	18,980	37.9	12,005	11,953	58.2	11,590	23,594
Co. H - Ingleside Station	25,300	50.0	21,065	16,715	77.9	21,700	42,765
Co. I - Taraval Station	25,699	36.8	15,767	18,610	55.4	17,179	32,946
Co. J - Tenderloin Station	34,738	31.5	18,225	11,567	65.6	12,641	30,866

CFS hours are taken in tandem with administrative time and an established community engagement time target to determine the number of unit hours needed to handle workload. This entails handling calls for service and related administrative tasks, while retaining sufficient time for Officers to engage in community engagement activities.

Utilization

Administrative Time

Recent staffing analyses have measured and estimated time spent on administrative tasks using slightly different methodologies. While the CAD system includes various administrative codes (under the “10-7” identifier) to indicate unit administrative activity, the 10-7 code is used inconsistently – and on a limited basis – across the District Stations. For example, units are often writing reports but display themselves in CAD as available (“10-8”) should they need to respond to a call, and events like meal breaks are rarely recorded in the CAD system. As units run from call to call, administrative time is limited, fragmented, and not recorded consistently in the dispatch system.

Previous Analyses

In spring 2018, the Controller’s Office released a report on Sector Patrol staffing. The Controller’s Office analyzed the 10-7 code in CAD from FY 2015 to FY 2017 and found that Sector Patrol officers spend 25% of available work time on administrative tasks; the report acknowledged that because “the tracking of administrative tasks is done inconsistently, time on Admin could be higher than 25%” and that 25% administrative time should be considered the minimum. The Controller’s Office also found that call duration for the administrative codes increased by 26% from FY 2015 to FY 2017 and attributed this increase at least in part to policy changes that impact report writing and other policing protocols. In the years since the Controller’s Office analysis, additional reform efforts and subsequent policy changes have come into effect. Therefore, it is likely that Sector Patrol Officer time spent on administrative tasks greatly exceeds the 25% baseline calculated by the Controller’s Office.

Matrix Consulting Group used figures developed from prior work with other jurisdictions to estimate the time spent on two key types of administrative time:

- Administrative time (meal breaks, line up, gas, email, etc.) – estimated at 263 hours
- Report writing time – based on number of reports written and estimated at 45 minutes per report

Due to the inconsistency of the administrative time data in the CAD system, the Project Team utilized the same estimates and methodology as those utilized in the most recent analysis conducted by Matrix Consulting Group. Estimated report writing time, which is a component of administrative time for which an actual hour estimate is available, is shown below.

Report Writing Hours by District Station

District Station	# Reports	Estimated Time/Report (Hours)	Report Writing Hours
Co. A - Central Station	7,401	0.75	5,551
Co. B - Southern Station	6,402	0.75	4,802
Co. C - Bayview Station	4,986	0.75	3,740
Co. D - Mission Station	5,986	0.75	4,490
Co. E - Northern Station	5,954	0.75	4,466
Co. F - Park Station	2,118	0.75	1,589
Co. G - Richmond Station	2,961	0.75	2,221
Co. H - Ingleside Station	4,671	0.75	3,503
Co. I - Taraval Station	3,898	0.75	2,924
Co. J - Tenderloin Station	4,432	0.75	3,324

* Please note that whole number rounding may impact how numbers appear in the table.

Community Engagement Time

Community engagement time is calculated by deducting 1) CFS workload hours and 2) administrative hours from net available work hours (NAWH). Community engagement time represents the balance of time units have available after responding to calls for service and conducting job-related administrative work. Setting a target for community engagement time enables units to problem-solve and interact with the community – residents, visitors, and merchants – in a manner that is not possible when units are running from call to call to call.

It is important to note that setting a target for the amount of community engagement time is a policy decision that must be set by the organization or jurisdiction based the priorities of the community that the agency serves. The Police Executive Research Forum’s (PERF) 2008 “Organizational Assessment of the San Francisco Police Department” determined via extensive interviews with San Francisco community members, members of the Police Department, and elected and appointed local government officials that “Officers assigned to the 10 districts are expected to perform reactive policing tasks in response to calls for service but also to perform proactive tasks featuring substantial community engagement and partnership.” In the many years since the PERF study was conducted, the expectation that officers engage with the community has only increased given reform efforts, many of which are explicitly recommended in the Department’s Collaborative Reform Initiative (CRI) and the ongoing recognition that community engagement and policing is a cornerstone of 21st century police reform. Best practice research indicates that the industry standard target for time devoted to community engagement should be 30-40%¹. ***Most recently, Matrix Consulting Group used a target of 30% of Sector Patrol time devoted to community engagement. This analysis uses the same target of 30% community engagement time.***

¹ Previous analyses conducted by the Controller’s Office and by the Police Executive Research Forum (PERF) utilized the following breakdown: 30-35% time spent responding to calls for service, and 25-30% administrative time with a remaining balance of approximately 40% community engagement time, respectively.

Staffing Availability

Out of the total number of hours that an employee could theoretically work over the course of the year, only a certain percentage of these hours are actually worked and spent on-duty in the employee's assignment after leave and training. This figure represents net available work hours (NAWH).

Net Available Work Hours Calculation

Definition	Explanation	Number of Hours
Max # work hours per year	40 hours/week x 52 weeks/year	2,080
Leave hours	Estimated usage of paid leave (FH, SP, VA)	(310)
Court hours	On duty court time	(60)
Training hours	On duty training allotment per year	(50)
Net Available Work Hours (NAWH)	Time balance available for on-duty work	1,660

It is a policy decision whether an agency chooses to operate one- or two-person units. SFPD's Chief has previously directed that Sector Patrol should operate two-person units for officer safety and officer accountability. The Project Team learned through interviews with District Station staff that in response to declining staffing levels and to maintain coverage, one-person units are prevalent during certain shifts and at particular stations. Matrix Consulting Group estimated that 98.2% of Sector Patrol units are two-person and therefore the Project Team deemed it necessary to conduct an analysis of calls responded to by one-person units by District Station. For each District Station, the Project Team analyzed the percentage of calls within the respective district that were responded to by a one-person versus a two-person unit, identified by the unit's "call sign" identifier.

Calls for Service Responded to by One- and Two-Person Units by District Station

District Station	One Person Units	Two Person Units	Total
Co. A - Central Station	16.00%	84.00%	100.00%
Co. B - Southern Station	19.30%	80.70%	100.00%
Co. C - Bayview Station	11.35%	88.65%	100.00%
Co. D - Mission Station	8.42%	91.58%	100.00%
Co. E - Northern Station	11.84%	88.16%	100.00%
Co. F - Park Station	19.32%	80.68%	100.00%
Co. G - Richmond Station	50.54%	49.46%	100.00%
Co. H - Ingleside Station	0.21%	99.79%	100.00%
Co. I - Taraval Station	0.76%	99.24%	100.00%
Co. J - Tenderloin Station	4.35%	95.65%	100.00%
Citywide	13%	87%	100%

The results of the analysis indicate that citywide, two-person units respond to approximately 87% percent of calls, and one-person units respond to approximately 13% of calls. This is a departure from previous operating procedures. The District Station-level results show that some stations respond to calls with two-person units over 90% of the time, while others run one-person units more frequently. Richmond Station in particular responds to calls for service with one-person units roughly 51% of the time, a finding that is aligned with information provided by Richmond Station personnel during interviews.

While it may be appropriate in limited instances to run one-person units, the Department aims to staff Sector Patrol with two-person units to promote officer safety and accountability. Significantly, two-person units align with the reform efforts and training that the Department has been implementing around de-escalation and Critical Mindset and Coordinated Response (CMCR) training. This analysis uses the two-person unit “ideal state” in determining staffing need. **Therefore, in this Sector Patrol analysis, the staffing availability figure in question is for the Sector Patrol unit – two Officers that jointly operate a sector car – rather than an individual employee.** The number of Sector Patrol units by District Station is shown below.

Sector Patrol Units by District Station

District Station	# Ofc.	# Units
Co. A - Central Station	83	42
Co. B - Southern Station	87	44
Co. C - Bayview Station	86	43
Co. D - Mission Station	96	48
Co. E - Northern Station	82	41
Co. F - Park Station	55	28
Co. G - Richmond Station	52	26
Co. H - Ingleside Station	85	43
Co. I - Taraval Station	70	35
Co. J - Tenderloin Station	79	40

Putting the Analysis Together

Workload hours are then assessed against staffing availability, which includes unit NAWH with utilization rates for administrative time (reporting writing time and an estimate for tasks such as Department emails, gas, etc.) and community engagement time, set at 30% of NAWH), factored in. This calculation hence determines the recommended number of Sector Patrol Officers by District Station based on workload.

Additional Staffing Considerations

Hospital Watch

For incidents in which SFPD makes an arrest, the prisoner must see a nurse prior to being admitted to the County Jail. If the nurse rejects the prisoner’s admission for medical reasons, the prisoner must go to Zuckerberg San Francisco General Hospital (ZSFGH) until cleared. SFPD is responsible for remaining with the prisoner until they are officially booked, taking available work time away from District Station patrol efforts. In the first 24 hours of a hospital watch, the arresting Sector Patrol Officers are generally responsible for the remaining with the prisoner. **The Project Team analyzed the 10-7H “Admin Time – Hospital Watch” code and found that citywide in 2019, approximately 9,000 Sector Patrol *on-duty* hours were devoted to hospital watch.** In order to account for this known number of workload hours, the Project Team incorporated District Station-level hospital watch data into the workload analysis. These figures are minimal compared to the workload hours devoted to responding to calls for service; however, it is important to factor in known workload where data is available.

Shift Schedules

The SFPD uses a 10-hour shift platoon schedule for officers assigned to patrol. A research study funded by the Police Foundation analyzed the differences between an 8-hour, 10-hour, and 12-hour shift lengths (Karen L. Amendola, 2011). The study sample included 226 volunteers from the Detroit Police Department and Arlington Police Department over the course of two years. Researchers examined numerous areas of interest, including officer performance, safety, health, quality of life, fatigue, sleep, and extra-duty employment, in order to examine the potential advantages and disadvantages associated with various shift schedules. Key findings from the study suggests that:

- 10-hour shifts have several advantages over 8-hour shifts:
 - Reduces the number of days worked, the total amount of commute time, and the likelihood of working on a holiday
 - Provides an overlap period between shifts when officers from two shifts are working, effectively allowing the Department to double staffing during peak demand times
 - Officers assigned to 10-hour shifts reported significantly more sleep per night (over half an hour) and a significantly higher quality of work life
 - Officers assigned to 10-hour shifts worked the least amount of overtime amongst the three shift-lengths
- Benefits from 10-hour shifts did not extend to 12-hour shifts:
 - Officers assigned to 12-hour shifts did not report sleeping significantly more hours than those on 8-hour shifts
 - Officers assigned to 12-hour shifts worked less overtime than those working 8-hour shifts, but worked comparatively more overtime hours than those on 10-hour shifts
- 12-hour shifts may pose safety risks to officers and the public:
 - Officers assigned to 12-hour shifts had significantly lower levels of alertness and were sleepier than those on 8-hour shifts. These findings were not true for those on 10-hour shifts
- 8-hour shifts may be more costly
 - Officers assigned to 8-hour shifts worked significantly more overtime than those on 10-hour or 12-hour shifts

The study noted that shift length did not have a significant impact on measures of performance, safety, work-family conflict, or health. While there may be varying advantages with each shift length, the Department acknowledges that any major changes to the work schedule policy will require a meet and confer process with the Police Officers Association.

Response Times

Response times are not a direct input into the workload-based calls for service methodology, yet analyzing response time service levels provides additional insight into Sector Patrol staffing.

Response time analytics developed by the Controller's Office in partnership with SFPD and the Department of Emergency Management (DEM) define the SFPD response time as call entry to on-scene, representing the interval from when the DEM dispatcher enters the call into the queue until the time that

the first SFPD unit arrives on-scene. **For the period of time January 31st, 2020 through January 31st, 2021, the median SFPD response time for Priority A calls was 5.5 minutes.** This means that for half of the calls with imminent threat to life or property, an SFPD unit arrived on scene within 5.5 minutes or faster, indicating an effective response to high priority incidents.

For Priority C calls, the median SFPD response time over the same time period was 61 minutes, meaning that only half of non-emergency calls were responded to within one hour. In this analysis, 38% of calls were classified as Priority C. It is not typical for a response time category that represents almost 40% of calls to have wait times of well over an hour in many instances. This finding indicates a resource shortage: Sector Patrol units are quickly responding to high priority incidents, but are running from call to call without adequate time to address lower priority incidents, which are subject to significant wait times.

SFPD, the Controller's Office, and DEM continue to monitor Priority A, B, and C response times through a dashboard developed via a mutually agreed upon methodology.

Events & Special Details

SFPD must plan for and staff events throughout San Francisco and there are hundreds of events citywide every year. Though the number of citywide events decreased in 2020 due to Covid-19, events are resuming again as San Francisco re-opens again as pandemic restrictions loosen. Based on the timing, location, and magnitude of events, some event staffing is done on overtime; however, on-duty work time likely accounts for a significant portion of event staffing, particularly for smaller events localized to individual Districts. SFPD currently does not have a comprehensive methodology for tracking time spent on events and the Department should determine a system and methodology for tracking event staffing to be included in future analyses. Event staffing is not factored into this analysis.

Moreover, there are specific, high priority incidents such as stunt driving and shootings that specialized units at the Stations are often pulled to handle in order to generate a citywide response. SFPD does not currently have an easy and comprehensive system and methodology for tracking the time that specific District Station units are pulled for these incidents. The Project Team recommends that the Department determine a process and technological solution for doing so in the future. Time spent on these special details are not included in this analysis.

Other methodologies used to determine staffing levels in the Field Operations Bureau include:

Ratio-based Methodology: The industry best practice span of control ratio of one Sergeant to six Officers is used to determine staffing for Sector Patrol Sergeants, who provide street-level supervision to Sector Patrol Officers.

Fixed Post Methodology: An example here is Homeless Outreach Officers for which the Department has determined that District Stations should have coverage in this position throughout the week. Though these Officers are not posted at a specific location, staffing is determined via coverage assignment.

Non-scaling Methodology: Example here is Community Engagement Division (CED), as staffing levels are driven by Department priorities, initiatives, and staffing availability.

FOB Patrol – Unit Descriptions

This section provides an overview and discussion of the units at the District Stations with some additional methodological description where relevant.

Sector Patrol

As described in the previous section, staffing for Officers assigned to Sector Patrol is determined using a workload-based methodology based on community-generated calls for service (CFS).

Patrol Sergeants provide direct supervision to Sector Patrol Officers, providing street-level supervision and responding to serious and complicated calls as needed. Patrol Sergeants also supervise other officers from specialized units (e.g., Foot/Bike Beat, Homeless Outreach) that work the same shift. Sergeants also provide management and guidance in administrative tasks and must sign off on every correspondence or report authored by an Officer. Interviews with station staff indicate that the new Use of Force policy will likely increase administrative time significantly for Sergeants, as they are the first line of review and sign off on all paperwork that must be completed. As mentioned above, Sergeant staffing is determined via a “span of control” ratio-based methodology in which a single Sergeant should supervise a designated number of Officers based on industry standard of 1:6.

Patrol Lieutenants are responsible for the day-to-day running of the watch to which they are assigned, serving as the operational lead under the District Station Captain. Lieutenants provide minimal direction and supervision in the field and spend the majority of their time managing station operations, including creating staffing and deployment plans, implementing operational orders, addressing personnel-related matters like training and scheduling, reading and signing off on police reports, and various other operational and administrative tasks. Given that Patrol Lieutenants provide day-to-day station-level supervision, Patrol Lieutenant staffing is determined using the fixed post methodology based on watch coverage: Patrol Lieutenants are assigned to opposite watches with morning and afternoon/evening shift start times to ensure coverage.

Foot/Bike Beats

Foot/Bike Beats, referred to as such or as “Footbeat Officers” or “uniformed foot patrol,” facilitate desired public safety outcomes through improved community relationships and high visibility. While foot and bicycle officers do respond to calls for service in their beats, their primary functions are to engage and forge relationships with merchants, residents, and visitors; and to serve as a visible law enforcement presence in the community to deter crime.

Due to the community engagement component of the assignment, Foot/Bike Beats do not scale directly with workload. Staffing is determined using the fixed post methodology in which the Project Team assessed the appropriateness of the current footbeat sectors, utilizing the results of an analysis conducted by public policy think tank California Policy Lab (CPL). Given the demonstrated appropriateness of the current footbeat sectors, the Project Team determined the resources required to provide consistent coverage to these designated footbeat areas. It should be noted that Footbeat staffing may also be determined electively, based on Department and/or citywide prioritization or directive.

The Project Team uses this section to:

1. Provide a discussion on the benefits and efficacy of footbeat staffing in meeting various desired public safety outcomes; and
2. Incorporate available data into the methodology for determining footbeat staffing.

The Benefits of Foot/Bike Beats & Current Initiatives

Footbeat Officers and Community Policing. In 2017, the SFPD Community Engagement Division convened an Executive Sponsor Working Group (ESWG) comprised of SFPD and community stakeholders to develop the Department’s first Community Policing Strategic Plan. The Plan was developed in response to the 2016 United States Department of Justice (DOJ) Collaborative Reform Initiative (CRI) and lays out goals, objectives and measures for each unit. Footbeat officers feature prominently throughout the Plan and particularly in the “Goal 4: Relationship-Building” section, with a stated objective of “[increasing] visible officer presence and proactive, positive engagement with individuals outside of calls for service.” Toward this objective, ESWG brainstormed that casual interactions or those unrelated to a specific crime incident help build goodwill, as “it is easier to build relationships in good times than in crisis.” The group identified “[increasing the] number of foot and bicycle beat officers” as a strategy for promoting relationship-building, also noting that “staffing and funding availability is a huge barrier.” Community policing is also the central strategy in the President’s Task Force on 21st Century Policing. The introduction of the Implementation Guide describes that: “Community policing is a philosophy as well as a way of doing business. The commitment to work with communities to tackle the immediate and longer-term causes of crime through joint problem-solving reduces crime and improves quality of life.”

Footbeat Officers and Decreased Crime. In 2018, nonprofit policy group California Policy Lab (CPL) released a report evaluating the reallocation of police officers from Plainclothes and other special assignments to uniformed foot patrol. The analysis assessed the impact of this reassignment on reported daily criminal incidents for the 120-day period surrounding the policy change, which took place on September 1st, 2017. CPL analyzed micro-level data for the ten most frequently reported offenses and found statistically significant declines in the daily level of larceny thefts and assaults that correspond with the reallocation of police officers to uniformed foot patrol. While this study assesses a short time period and acknowledges that there may be additional external factors at play, the findings suggest that foot beat officers are an effective tool that police departments can utilize to deter crime.

Footbeat Officers and the Reopening of San Francisco. As San Francisco reopens following the 2020 pandemic shutdown, footbeat officers play a critical role in reinvigorating the city and helping to ensure that residents, visitors, and businesses feel welcome and safe. Current initiatives in which SFPD uniformed foot patrol play a vital role include the following:

- **Gun Violence Prevention Program.** In February 2021, the City introduced the strategies for addressing gun violence through targeted interventions. A coordinated effort between the City’s law enforcement agencies, these programs aim to reduce shootings, break the cycle of recidivism, and build trust between the community and the Police Department.

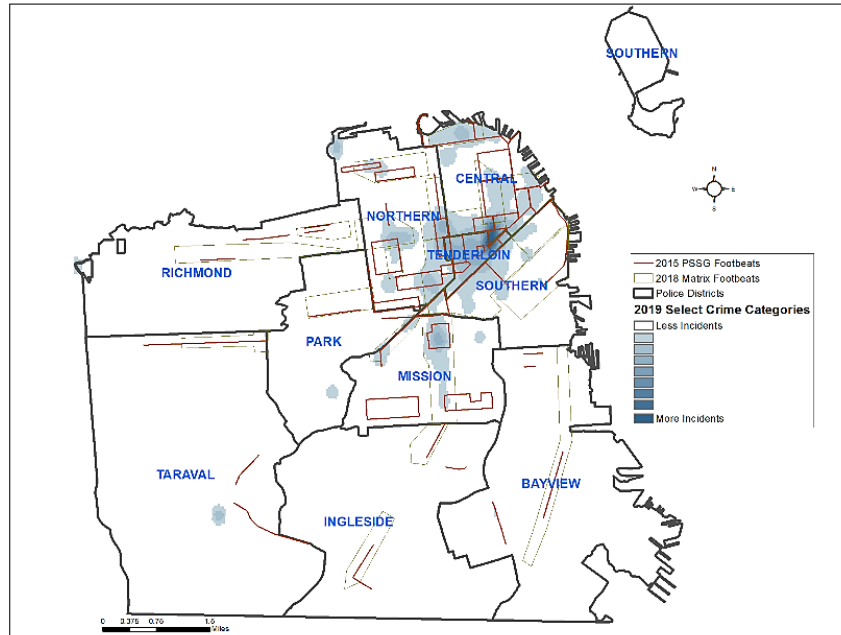
- **Mid-Market Vibrancy and Safety Plan.** In May 2021, Mayor London Breed introduced the Mid-Market Vibrancy and Safety Plan which “includes both a visible increase in police presence to deter criminal activity and a community ambassador program to connect people in need with services, and provide a welcoming presence for residents, workers, visitors, and businesses.” **SFPD significantly increased deployments in the Mid-Market, UN Plaza and Tenderloin areas,** embodying strategies outlined in the SFPD Community Policing Strategic Plan: working collaboratively to problem-solve around issues that impact local residents, businesses and visitors; connecting individuals in need with appropriate services; and building trust with local residents and visitors in a high visibility assignment.
- **Tourism Deployment Plan.** In mid-July 2021, SFPD deployed 26 additional officers on bicycle and foot patrols to a number of high-traffic and highly sought-after travel destinations in five of the city’s 10 police districts with the goal of protecting tourists and supporting San Francisco’s tourism industry.
- **Organized Retail Crime Initiative.** On September 22nd, 2021, Mayor London Breed announced the SFPD-led Organized Retail Crime Initiative aimed at reporting, investigating, and solving retail theft crimes. One key element of the Initiative is increased law enforcement presence in hot spot areas, funded in large part through the 10B program in which private entities hire off-duty law enforcement personnel to provide uniformed presence.
- **Increased Uniformed Deployment in Union Square and the Tenderloin.** Throughout December 2021, the City increased SFPD deployment significantly in the Union Square area. Also in December 2021, Mayor London Breed announced an emergency declaration to deploy additional law enforcement resources to the Tenderloin District.
- **SFPD Community Ambassador Program.** SFPD’s Community Ambassador program utilizes the deployment of retired officers to highly-trafficked areas such as Fisherman’s Wharf, Union Square, and the Castro. These SFPD Community Ambassadors serve as a visible law enforcement presence, engage with merchants and visitors, and patrol these areas as needed.

Staffing Discussion

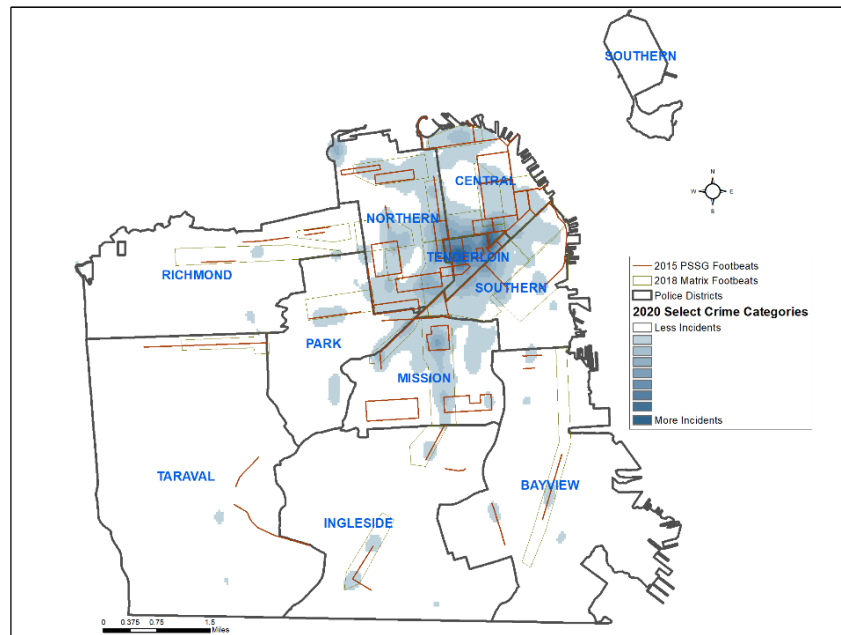
Evidently, uniformed foot patrol provides significant benefits to San Francisco through community policing and problem-solving, visible law enforcement presence, and strategic deployment based on the City’s priorities. While metrics related to this assignment cannot be directly quantified via workload, the Project Team determined that mapping the crime incidents in the 10 categories analyzed by CPL within current footbeat boundaries can, by proxy, indicate the appropriateness of SFPD’s footbeat locations, given that the CPL study found foot patrol to be an effective deterrent to these crime types.

These are the following crime categories mapped against the current footbeat boundaries below: *Larceny, Assault, Vandalism, Vehicle Theft, Suspicious occurrences, Burglary, Robbery, Drug/narcotic, Fraud and Other offenses.*

2019 Top 10 CPL Crime Categories & SFPD Beats



2020 Top 10 CPL Crime Categories & SFPD Beats



These heat maps indicate that the current foot beat sectors are approximately aligned with the concentration of citywide incidents of the crime types analyzed in the CPL report. **It appears that the location and number of the current SFPD “beats” are generally appropriate for promoting a visible law enforcement presence in hot spot areas with high incident counts.** Hence, the Project Team assessed the resources needed to adequately staff these beats citywide to determine recommended Foot/Bike Beat staffing levels. The City’s current initiatives are discussed but the resources required are not included.

At the citywide-level, District Stations do not have the personnel to adequately staff, at minimum, the current beats. Given current trends and initiatives, the Department has prioritized foot beat staffing in the northeast quadrant of the City, where, for example, there is high-density tourist activity and auto break-ins (Fisherman’s Wharf); retail theft in shopping corridors (Union Square); and targeted robbery, theft, and violence against specific communities (e.g., Chinatown/North Beach). The Department has also prioritized foot beat staffing in the central eastern area of the city, around the Transbay Terminal and all along the Mid-Market, UN Plaza, and Tenderloin areas; and to some extent around specific areas such as Golden Gate Park in the western portion of the city. Foot/Bike Beats are a scarce resource that must be allocated across the city, and some of the smaller District Stations are unable to staff their footbeat assignments consistently or at all. The Project Team recommends that at minimum, each District Station have the Foot/Bike Beat resources to consistently staff the footbeat sectors in the district. **Additional resources are required to staff all District Station footbeat sectors on a regular basis. This analysis does not consider the resources needed to fulfill the staffing requirements of the City’s current initiatives.**

It should be noted that beyond the established beats, footbeat staffing and day-to-day deployment is at the discretion of the District Station Captain with guidance provided by the Field Operations Bureau and the City. District Station Captains must engage in dynamic decision-making on foot beat deployment, given current crime trends and hot spot areas and other demands of the district.

Housing Sergeants and Officers

Housing units consist of a supervisory Sergeant and a team of Officers and are responsible for patrolling public housing developments and for building relationships with the housing development community; these units are operational at five of the 10 District Stations. A significant benefit of the Housing assignment is that the officers have a rapport with the community: they know many of the community advocates and pastors, have credibility for being honest and trustworthy, and already know many of the suspects that they come into contact with. Though Housing officers do handle any calls for service at the public housing developments, much of their work is community engagement. Given the coverage requirements of the Housing assignment, staffing is determined using a fixed-post methodology, with the intention of having a team with full coverage over the course of the week. Housing unit structure examples include:

- 1 Sergeant supervisor (staffing based on span of control) and 6 Officers (electively staffed, team designed to have 3 Officers on each side of the watch)
- 1 Sergeant supervisor (staffing based on span of control) and 4 Officers (electively staffed, team designed to have 2 Officers on each side of the watch)

Through interviews, the Project Team determined that District Station staffing shortages have impacted the Housing assignment in a few different ways. First, District Stations that are directed to staff Housing Units are unable to staff full Housing teams; for example, the supervisory Sergeant is shared amongst other specialized station assignments or there are not enough Officers to equally cover each side of the watch. Second, Housing officers are often utilized to respond to calls for service across the district if day-

to-day shortages in Sector Patrol staffing require that resources be drawn from elsewhere in the station staffing. Housing units are often tasked with responding to critical incidents and staffing events.

Plainclothes

The Plainclothes unit provides district-level directed enforcement, with activities directed by the Captain of the District Station based on priorities of the Department and the City. The Plainclothes units does not respond to calls for service; the unit's workload is self-initiated activity and directed enforcement focused on current hot crime types and locations. For example, District Station personnel indicate that the focus of the unit may range from narcotics to auto burglaries and nighttime burglaries/hot prowls to taking guns off of the streets. The Plainclothes unit also supports requests from investigative units and writes search warrants. As the Plainclothes unit provides specialized directed enforcement to each District Station, Matrix Consulting Group used a ratio-based methodology based on the station's number of core Sector Patrol Officers to determine a recommended number for Plainclothes officers. This analysis also uses a ratio-based methodology based on the number of Sector Patrol Officers.

The Field Operations Bureau is currently re-envisioning the Plainclothes unit so that its focus on directed enforcement can best address current crime trends in retail theft and other prevalent crime types. A centralized Field Operations Bureau unit is responsible for developing and implementing Plainclothes unit policies and protocols across the District Stations. In this re-envisioning process, the Project Team recommends that the Department incorporate a "problem-solving team" component into the Plainclothes assignment. Unpredicted and unexpected situations arise on a day-to-day basis at the District Stations, and it would be beneficial for District Station leadership to addresses these issues using dedicated personnel, leaving Sector Patrol officers free to perform routine law enforcement services. A sufficiently staffed Plainclothes team envisioned as a Problem Solving Team could provide resources for directed enforcement. The Department should continue to assess Plainclothes staffing need based on its overarching plan for the mission and function of the unit.

Captain's Staff

Captain's Staff at the District Stations are responsible for a variety of different tasks that support the Captain and the operation of the District Station. Captain's Staff includes both sworn officers and Police Services Aides (PSAs) that are largely responsible for managing the public-facing windows at the District Stations and assisting with reports and other law enforcement duties as they are able. Busier District Stations and/or those District Stations that are centrally located within the community and experience a high walk-in volume – generally those stations in the Metro Division – are staffed with more PSAs than those in quieter and/or outlying areas of the city. PSA staffing is determined using the non-scaling methodology; however, future analyses should determine if and what workload metrics might be available to determine PSA staffing.

Sworn member duties include issuing and enforcing permits, event planning, including writing operations orders for smaller district events and for coordinating with centralized FOB to plan for large scale events. Generally, Metro Division District Stations have more events than those in the Golden Gate Division and

therefore Metro Division Stations warrant a Sergeant position that is responsible for permitting and event planning in the community. Other duties include pulling together crime statistics and other data for internal Department and external community meetings, social media management and responding to inquiries from the community, producing various newsletters for the Station, assisting the Captain in preparing for community meetings, and attending meetings with or standing in for the Captain at meetings as necessary. While Captain's Staff assignment will always need sworn members to operate and enforce permitting, to plan events, and to attend community events as a sworn presence with the Captain, there is opportunity for some of the Captain's Staff tasks currently conducted by sworn members to be transferred to a civilian classification with the appropriate job description.

Recommendation: Every District Station should have a Management Assistant or equivalent classification on the Captain's Staff to assist with analysis, written content, and meeting preparation. Members of the Captain's Staff undertake duties such as managing the District Station's social media accounts, authoring the Station's newsletter, and assisting the Captain in preparing for meetings. These tasks can be conducted by a civilian member. Moreover, the Project Team learned from interviews that it would be useful for the Captain if there were a staff member who could pull and analyze various statistics pulled from the Department's Oracle Business Intelligence (BI) system. The Project Team recommends a classification such as a Management Assistant, whose job description indicates that the position "compiles and produces a variety of status reports for management," and "arranges meetings and assists in development of agenda; participates in department meetings, including making presentations," among many other tasks. This position could undertake tasks such as meeting preparation and newsletter development, enabling sworn members to utilize their unique skillset in relevant areas. This position would also prove useful in District Station office management.

Homeless Outreach

Homeless Outreach Officers at the District Stations handle homeless-related calls in the district. SFPD's centralized HSOC unit addresses large-scale issues such as working with other City agencies on encampment response whereas the Homeless Outreach Officers at the stations address localized smaller-scale homeless issues. Homeless Outreach Officers are aware of resources for individuals experiencing homelessness, mental health and/or substance use issues, and are familiar with the unsheltered population in their respective district. District Station staffing shortages have impacted Homeless Outreach staffing: many Stations are unable to field Homeless Outreach officers given resource availability. Homeless Outreach Officer staffing is determined using the fixed post methodology such that there are two to four Homeless Outreach Officers at each District Station, based on the size of and homeless population in the district. Recommended staffing is based on coverage across the week.

Other Assignments

District Stations may have other assignments relevant to the respective district such as Park Car – Officers that patrol Golden Gate Park – and Transbay Joint Powers Agreement (TJPA) Officers. These assignments are elective and at the discretion of the District Station Captain (except for TJPA, which is a funded agreement with the Transbay Terminal and is staffed based on the levels determined in the agreement).

FOB Patrol – Current Trends

Citywide full duty staffing has been declining steadily since the beginning of 2019. The primary indicator that the Department uses to monitor and assess staffing levels is the number of citywide full duty sworn. This figure represents currently deployable members who are not on some type of medical, family, or disciplinary leave; are not recruits in the Academy; and who hold an assignment in the city (rather than the Airport). Due to various factors that are described in detail in the Staffing Context section, this number declined 7% from January 2019 to September 2021 (from 1,868 to 1,742). The Field Operations Bureau includes 70% of the Department’s sworn full duty workforce in the city and is the largest Bureau in the Department. Declining citywide staffing levels have significant operational impacts on the Field Operations Bureau.

District Station staffing is declining in tandem with citywide staffing. First and foremost, the Department must always staff police officers at the District Stations, which provide critical law enforcement services at a hyper-localized level. As staffing levels decline, the Department has continued to prioritize District Station staffing, and in particular, Sector Patrol staffing. As discussed in the Staffing Context section, the number of full duty police officers at the stations has declined in tandem with the citywide full duty staffing, down 3% from January 2019 through September 2021.

The Field Operations Bureau and the District Stations have had to make difficult resource allocation decisions amidst staffing shortages. Sector Patrol officers respond to calls for service from the public, fulfilling the critical mission of the Department: to arrive on-scene when community members request law enforcement services. As staffing levels decline, each District Station, with overall direction from the Field Operations Bureau, has had to make difficult decisions about how to allocate resources amongst competing unit assignments after striving to staff Sector Patrol adequately.

Traditionally, District Station assignments have included Sector Patrol, Foot/Bike Beat, Housing, Homeless Outreach, Plainclothes and Captain’s Staff. Staffing shortages at the District Stations have become particularly dire. Sector Patrol staffing is the priority and many other assignments have either been eliminated or are operating at reduced capacity and with concurrent job duties (e.g., Housing officers often get detailed to events or to pulled to assist with other district activity). At some of the smaller District Stations, many of the specialized units have been disbanded due to staffing availability.

Recommended Staffing by Division and Unit

Administration

Operations

The Operations branch of the Department includes the Field Operations Bureau, the Investigations Bureau, and the Special Operations Bureau. Operations is overseen by an Assistant Chief of Police who is supported by an Executive Secretary. Staffing for this leadership position and supporting position are determined using the non-scaling methodology.

SFPD Operations						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Assistant Chief	1	1	0			
Executive Secretary				1	1	0

Field Operations Bureau

The Field Operations Bureau is overseen by a Deputy Chief with two Commanders managing field operations. One Commander oversees the Metro Division and select units centralized in FOB and the other Commander oversees the Golden Gate Division and another set of centralized FOB units. The Deputy Chief is supported by an Executive Assistant and the two Commanders are supported by a Senior Clerk. There is a third Commander in FOB that heads the Community Engagement Division and is therefore included in the CED section. All leadership and executive support positions are non-scalable.

Field Operations - Administration						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	3	3	0	2	2	0
Deputy Chief	1	1	0			
Commander	2	2	0			
Executive Secretary				1	1	0
Senior Clerk				1	1	0

FOB Patrol – Metro Division

Metro Division District Stations are generally larger in personnel than those in the Golden Gate Division. These districts are the downtown core of San Francisco, representing relatively small geographic areas that are densely populated and heavily visited. These District Stations situated in the urban city center of San Francisco experience significant calls for service (CFS) volume.

Metro Division: Recommended Staffing by District Station

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

Summary and Trends

- **The vast majority of the staffing need identified for the Metro Division is in Sector Patrol.** The results of the workload-based calls for service (CFS) analysis indicate that District Stations in the Metro Division require significant additional Sector Patrol officers to handle the calls for service workload while retaining sufficient time for community engagement. The number of additional Sector Patrol officers needed is greater in the Metro Division compared to the Golden Gate Division due to the higher volume of calls for service across Metro Division District Stations.
- **While additional resources are needed in the specialized units to ensure that they are fully staffed at each station, the Metro Division stations generally possess the staffing to consistently fill *prioritized* specialized unit assignments.** For example, through the City's Mid-Market Vibrancy and Safety Plan and due to prioritized deployments in Union Square and in the Tenderloin, the Department has prioritized, on a citywide level, Foot/Bike Beat deployment in the central/north central areas of San Francisco.
- **The Metro Division District Stations have a large volume of events such as First Amendment demonstrations and parades and the Captain's Staff assignment should be staffed accordingly.** The Project Team recommends that in the Metro Division District Stations, the Captain's Staff assignment be staffed with one Sergeant, two Officers, and one Management Assistant, with support from PSAs. The Sergeant oversees event planning. The addition of a Management Assistant to the Captain's Staff would reallocate some of the administrative and technical tasks to a civilian staff classification best suited for these job duties while retaining sworn members to execute tasks such as permitting and event planning where their sworn expertise and jurisdiction is necessary.

Co. A – Central Station

Co. A - Central Station						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	6	4	(2)	7	8	+1
Captain	1	1	0			
Sergeant	1	1	0			
Officer	4	2	(2)			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				6	6	0
Sector Patrol	102	139	+37			
Lieutenant	4	4	0			
Sergeant	15	19	+4			
Officer	83	116	+33			
Specialized Units	37	37	0			
Sergeant	2	2	0			
Officer (Foot/Bike Beat)	19	19	0			
Officer (Homeless Outreach)	4	4	0			
Officer (Housing)	4	4	0			
Officer (Plainclothes)	6	6	0			
Officer (Port)	2	2	0			
STATION TOTAL	145	180	+35	7	8	+1

Staffing Notes and Considerations

- **The vast majority of Central Station's staffing need is in Sector Patrol.** Based on the calls for service (CFS) workload-based methodology, Central Station needs 37 additional Sector Patrol Officers and Patrol Sergeant supervisors.
- **Central Station has heavily prioritized Foot/Bike Beat staffing.** The district has four beats, ranging from Fisherman's Wharf, to Chinatown, to North Beach, to Union Square, and given recent trends in retail theft, targeted theft and violence toward the Asian American Pacific Islander (AAPI) community, and auto break-ins and burglaries targeting tourists, these beats are fully staffed. Central Station has beat areas that have been prioritized in the Tourism Deployment Plan. Since September 2021, the Department received directive from the City to increase deployments in Union Square and is doing so primarily on overtime.

Co. B – Southern Station

Co. B - Southern Station						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	4	4	0	5	6	+1
Captain	1	1	0			
Sergeant	1	1	0			
Officer	2	2	0			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				4	4	0
Sector Patrol	107	146	+39			
Lieutenant	4	4	0			
Sergeant	16	20	+4			
Officer	87	122	+35			
Specialized Units	22	26	+4			
Sergeant	1	1	0			
Officer (Foot/Bike Beat)	5	7	+2			
Officer (Homeless Outreach)	8	8	0			
Officer (Plainclothes)	4	6	+2			
Officer (TJPA)	4	4	0			
STATION TOTAL	133	176	+43	5	6	+1

Staffing Notes and Considerations

- **The vast majority of Southern Station's staffing need is in Sector Patrol.** Based on workload-based methodology using calls for service, Southern Station needs 39 additional Sector Patrol Officers and Patrol Sergeant supervisors.
- Given the unique needs of the district, Southern Station has heavily prioritized staffing Homeless Outreach officers within the specialized units.
- **Southern Station staffs the Transbay Terminal with officers that function generally as Foot/Bike Beat officers in this area.** There are four beats including the Transbay terminal. To fully staff the other three, the Project Team recommends two additional Officers.

Co. D – Mission Station

Co. D - Mission Station						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	6	4	(2)	8	9	+1
Captain	1	1	0			
Sergeant	1	1	0			
Officer	4	2	(2)			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				7	7	0
Sector Patrol	113	144	+31			
Lieutenant	4	4	0			
Sergeant	13	20	+7			
Officer	96	120	+24			
Specialized Units	26	33	+7			
Sergeant	2	2	0			
Officer (Foot/Bike Beat)	11	12	+1			
Officer (Housing)	7	7	0			
Officer (Homeless Outreach)	6	6	0			
Officer (Plainclothes)	0	6	+6			
STATION TOTAL	145	181	+36	8	9	+1

Staffing Notes and Considerations

- **The vast majority of Mission Station's staffing need is in Sector Patrol.** Based on workload-based methodology using calls for service, Southern Station needs 31 additional Sector Patrol Officers and Patrol Sergeant supervisors.
- **Mission Station needs additional resources to staff specialized units.** Mission Station has no Plainclothes team according to the September 2021 signup, and would benefit from a district problem-solving team given the unique demands of the district.
- **Mission Station is one District Station that may benefit from a more innovative approach to Foot/Bike Beat staffing.** There are specific geographic areas within the district that may warrant fixed post positions or saturation from additional resources given the prevalence of crime incidents (e.g., narcotics). The Department should determine a strategy for addressing these unique locations throughout the city. Any fixed post response would be resource intensive and would require additional officers beyond the figures shown above.

Co. E – Northern Station

Co. E - Northern Station						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	6	4	(2)	6	7	+1
Captain	1	1	0			
Sergeant	1	1	0			
Officer	4	2	(2)			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				5	5	0
Sector Patrol	102	144	+42			
Lieutenant	4	4	0			
Sergeant	16	20	+4			
Officer	82	120	+38			
Specialized Units	30	32	+2			
Sergeant	1	1	0			
Officer (Foot/Bike Beat)	15	15	0			
Officer (Housing)	6	6	0			
Officer (Homeless Outreach)	3	4	+1			
Officer (Plainclothes)	5	6	+1			
STATION TOTAL	138	180	+42	6	7	+1

Staffing Notes and Considerations

- **The vast majority of Northern Station’s staffing need is in Sector Patrol.** Based on workload-based methodology using calls for service, Northern Station needs 42 additional Sector Patrol Officers and Patrol Sergeant supervisors.
- **Northern Station has heavily prioritized Foot/Bike Beat staffing.** The district has six beats, ranging from Union Street, to Japantown and the Fillmore, to Hayes Valley, to City Hall, and these beats have coverage most days of the week. Northern Station has beat areas in which staffing has been prioritized via citywide initiatives such as the Tourism Deployment Plan and Union Square deployment and staffing for those initiatives is not included in this analysis.

Co. J – Tenderloin Station

Co. J - Tenderloin Station						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	4	4	0	5	6	+1
Captain	1	1	0			
Sergeant	1	1	0			
Officer	2	2	0			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				4	4	0
Sector Patrol	98	96	(2)			
Lieutenant	4	4	0			
Sergeant	15	14	(1)			
Officer	79	78	(1)			
Specialized Units	29	43	+14			
Lieutenant	1	1	0			
Sergeant	2	2	0			
Officer (Foot/Bike Beat)	25	35	+10			
Officer (Homeless Outreach)	0	4	+4			
Park Car/Shoplifting Car	1	1	0			
STATION TOTAL	131	143	+12	5	6	+1

Staffing Notes and Considerations

- Using the calls for service (CFS) workload-based methodology, Tenderloin Station does not need additional Sector Patrol officers at this time; however, this methodology does not account for factors that impact the Tenderloin specifically. A CFS-based methodology inherently prioritizes responding to community-generated calls for service over other methods of police work, such as self-initiated activity, that is likely more prevalent in the Tenderloin district. In fact, the Controller's Office conducted a workload-based CFS analysis in 2018 and similarly found that Tenderloin Station was adequately staffed with sector patrol officers, yet the Controller also noted that the Tenderloin may be subject to additional staffing considerations above and beyond responding to calls for service given the unique nature of the district. Moreover, Patrol Sergeant staffing differs slightly from the ratio-based methodology result in order to ensure operational coverage in Sector Patrol street-level supervision.
- On a citywide level, Foot/Bike Beat officers have been significantly prioritized in the mid-Market Street area due to the Mid-Market Vibrancy and Safety Plan. In May 2021, Mayor London Breed announced the Plan, "which is aimed at creating a safer and more welcoming environment in the Mid-Market and Tenderloin area. The plan includes both a visible increase in police presence to deter criminal activity and a community ambassador program to connect people in need with services, and provide a welcoming presence for residents, workers, visitors, and businesses."² Effective in May 2021, SFPD increased law enforcement in the area, which spans roughly "every block of the area from Powell Station (5th Street) to 8th Street on Market Street and adjacent areas just south of Market Street, UN Plaza, and the Tenderloin blocks bordered by Larkin Street

² Mayor's News Release on the Mid-Market Vibrancy and Safety Plan: <https://sfmayor.org/article/mayor-london-breed-announces-mid-market-vibrancy-and-safety-plan>.

and Eddy Street.” SFPD’s role in the Mid-Market Vibrancy and Safety Plan embodies the strategies discussed in the Department’s Community Policing Strategic Plan, such as interacting visibly with residents, businesses, and visitors; helping to connect individuals in need with appropriate services; and working collaboratively with other entities such as the community ambassadors to problem-solve.

- **SFPD’s increased deployment is in the Mid-Market, UN Plaza and Tenderloin areas.** There are 11 footbeat areas plus two floating areas and a roving shoplifting car; core beats are staffed consistently but others are staffed when possible, often on overtime. The additional foot/bike beat officers recommended represent the scenario in which all beats are staffed consistently, if the City and the Department determine that a visible increase in police presence in the mid-Market and Tenderloin area remains a priority. Staffing need does not consider the additional resources needed to fulfill Mayor London Breed’s proposed emergency declaration for the Tenderloin district.
- Tenderloin Station does not have a Plainclothes team because SFPD’s Narcotics investigative unit is focused in the Tenderloin area.
- According to the September 2021 signup, Tenderloin Station does not have a Homeless Outreach team. The Project Team recommends four Homeless Outreach officers, two on each side of the watch.

FOB Patrol – Golden Gate Division

Golden Gate Division District Stations are generally smaller in personnel than those in the Metro Division. These districts represent the outlying areas of San Francisco rather than the city center/downtown areas and represent relatively large geographic areas of the City in the west and the south.

Golden Gate Division: Recommended Staffing by District Station

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

Summary and Trends

- **The majority of the staffing need identified for the Golden Gate Division is in Sector Patrol.** The results of the workload-based calls for service (CFS) analysis indicate that District Stations in the Golden Gate Division require additional Sector Patrol officers to handle the calls for service workload while retaining sufficient time for community engagement. However, the volume of need is not as great as for those District Stations in the Metro Division. This is due to the fact that the Metro Division stations have a higher volume of calls for service.
- **Given limited resources, District Stations in the Golden Gate Division have generally prioritized Sector Patrol and are hence running limited specialized units.** Given that the Golden Gate Division District Stations have smaller sworn workforces than those in the Metro Division, prioritizing Sector Patrol means that there are fewer officers available to staff specialized units. For example, most Golden Gate Division District Stations do not have the personnel to consistently staff their designated footbeat areas throughout the week. Generally, these District Stations are staffing the one to two specialized units that are most relevant and responsive to the unique needs of the respective district and doing without the other specialized unit assignments.
- **Generally, District Stations in the Golden Gate Division do not experience the same volume of events as those District Stations in the Metro Division and Captain's Staff should be staffed accordingly.** Aside from some major events in Golden Gate Park, these District Stations do not see the same volume of First Amendment events, parades, etc. as those in the Metro Division. The Project Team recommends that the Captain's Staff assignment be staffed with two Officers and one Management Assistant with support from PSAs. As these District Stations are generally less busy, with less walk up traffic, than those in the Metro Division, Golden Gate Division has fewer PSAs than the Metro Division. The addition of a Management Assistant to the Captain's Staff would reallocate some of the administrative and technical tasks to a civilian staff classification best suited for these job duties.

Co. C – Bayview Station

Co. C - Bayview Station						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	3	3	0	6	7	+1
Captain	1	1	0			
Sergeant	0	0	0			
Officer	2	2	0			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				5	5	0
Sector Patrol	103	118	+15			
Lieutenant	4	4	0			
Sergeant	13	16	+3			
Officer	86	98	+12			
Specialized Units	29	32	+3			
Sergeant	3	3	0			
Officer (Foot/Bike Beat)	7	8	+1			
Officer (Homeless Outreach)	1	1	0			
Officer (Housing)	12	12	0			
Officer (Plainclothes)	5	7	+2			
Officer (Cars)	1	1	0			
STATION TOTAL	135	153	+18	6	7	+1

Staffing Notes and Considerations

- **The vast majority of Bayview Station's staffing need is in Sector Patrol.** Based on workload-based methodology using calls for service, Bayview Station needs 15 additional Sector Patrol officers and Patrol Sergeant supervisors.
- **Bayview Station currently has staffing distributed across all station specialized units; however, further prioritizing any specific specialized unit will require additional resources.** For example, Bayview Station has only three beats. If additional beat areas are determined necessary, Bayview will require additional foot/bike beat officers to staff these areas.
- Bayview Station has one officer devoted to searching for and towing abandoned cars throughout the district.

Co. F – Park Station

Co. F - Park Station						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	5	3	(2)	5	6	1
Captain	1	1	0			
Sergeant	0	0	0			
Officer	4	2	(2)			
Senior Clerk				1	1	0
Management Assistant				0	1	1
PSA				4	4	0
Sector Patrol	71	68	(3)			
Lieutenant	4	4	0			
Sergeant	12	12	0			
Officer	55	52	(3)			
Specialized Units	6	17	+11			
Sergeant	0	1	+1			
Officer (Foot/Bike Beat)	4	8	+4			
Officer (Park Car)	2	2	0			
Officer (Homeless Outreach)	0	2	+2			
Officer (Plainclothes)	0	4	+4			
STATION TOTAL	82	88	+6	5	6	+1

Staffing Notes and Considerations

- The calls for service workload-based methodology indicates that Park Station needs a reduction in Sector Patrol Officers; however, the calculated number does not provide adequate coverage to staff both sides of the watch, all shifts, and all of the district's car sectors. Therefore, the Project Team has determined the number of Sector Patrol Officers that are operationally viable. The calls for service analysis does not account for the reality of operational coverage. Similarly, Patrol Sergeant staffing differs slightly from the ratio-based span of control result. The designated number is the minimum needed for operational coverage and to provide sufficient street-level supervision.
- **Park Station has four beats, three of which are not currently staffed due to staffing availability.** Additional Foot/Bike Beat officers would enable Park Station to staff all four areas consistently.
- **Park Station has no Plainclothes team.** Four Officers and one Sergeant are recommended based on the ratio-based methodology based on Sector Patrol Officer numbers and the span of control needed to field a Plainclothes team.
- **Park Station has no Homeless Outreach team.** The Project Team recommends two Officers, one on each side of the watch, to ensure that this important position is consistently staffed.

Co. G – Richmond Station

Co. G - Richmond Station						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	4	3	(1)	5	6	+1
Captain	1	1	0			
Sergeant	0	0	0			
Officer	3	2	(1)			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				4	4	0
Sector Patrol	70	80	+10			
Lieutenant	4	4	0			
Sergeant	14	14	0			
Officer	52	62	+10			
	4	8	15			+7
Sergeant	0	1	+1			
Officer (Foot/Bike Beat)	4	6	+2			
Officer (Homeless Outreach)	4	4	0			
Officer (Plainclothes)	0	4	+4			
STATION TOTAL	82	98	+16	5	6	+1

Staffing Notes and Considerations

- **The majority of Richmond Station's staffing need is in Sector Patrol.** Based on workload-based methodology using calls for service, Richmond Station needs 10 additional Sector Patrol Officers. With this number of Sector Patrol Officers, Patrol Sergeant staffing is based on minimum coverage required to ensure adequate supervision across all watches and shifts rather than on span of control.
- **Richmond Station currently operates a significant number of one-person units.** The Project Team's call sign analysis indicates that only 49.5% of Richmond Station's Sector Patrol units are two-person, leaving 50.5% to be operated by one-person. This finding is also aligned with the information gained during interviews with Richmond Station supervisory personnel. Though this may be sufficient operationally in some areas and on some shifts, operating this proportion of one-person units deviates significantly from the Department's policy of staffing Sector Patrol units with two Officers. Additional Sector Patrol resources would ensure that Richmond Station is able run more two-person units, promoting officer safety and accountability.
- **Richmond Station could use some additional resources in specialized unit assignments.** Richmond Station has three beats that are subject to staffing availability and no Plainclothes team. Using the ratio-based methodology, the Project Team recommends the addition of one Sergeant and four Officers to staff a Plainclothes team in the district.

Co. H - Ingleside Station

Co. H - Ingleside Station						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	6	5	(1)	5	6	+1
Captain	1	1	0			
Sergeant	1	1	0			
Officer	4	3	(1)			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				4	4	0
Sector Patrol	100	128	+28			
Lieutenant	4	4	0			
Sergeant	11	18	+7			
Officer	85	106	+21			
Specialized Units	10	22	+12			
Sergeant	1	1	0			
Officer (Foot/Bike Beat)	0	6	+6			
Officer (Housing)	5	6	+1			
Officer (Homeless Outreach)	0	2	+2			
Officer (Plainclothes)	4	7	+3			
STATION TOTAL	116	155	+39	5	6	+1

Staffing Notes and Considerations

- **The majority of Ingleside Station's staffing need is in Sector Patrol.** Based on workload-based methodology using calls for service, Ingleside Station needs 28 additional Sector Patrol Officers and Patrol Sergeant supervisors.
- **With limited resources, Ingleside Station has prioritized Sector Patrol and hence does not have staffing available for specialized units such as Foot/Bike Patrol.** Within specialized units, Ingleside Station has prioritized the Housing Unit and is also staffing a limited Plainclothes team. Ingleside Station has three beats but at this time does not have a Foot/Bike Beat team and hence does not staff any of the district beats consistently. Ingleside Station also does not currently have a Homeless Outreach team and two Officers are recommended to cover this assignment.

Co. I - Taraval Station

Co. I - Taraval Station						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	3	3	0	5	6	+1
Captain	1	1	0			
Sergeant	0	0	0			
Officer	2	2	0			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				4	4	0
Sector Patrol	86	100	+14			
Lieutenant	4	4	0			
Sergeant	12	14	+2			
Officer	70	82	+12			
Specialized Units	7	15	+8			
Sergeant	0	1	+1			
Officer (Foot/Bike Beat)	0	6	+6			
Officer (Homeless Outreach)	2	2	0			
Officer (Plainclothes)	5	6	+1			
STATION TOTAL	96	118	+22	5	6	+1

Staffing Notes and Considerations

- **The majority of Taraval Station's staffing need is in Sector Patrol.** Based on workload-based methodology using calls for service, Taraval Station needs 14 additional Sector Patrol Officers and Patrol Sergeant supervisors.
- **Taraval Station needs additional resources to ensure that all specialized units are staffed.** Taraval Station is currently operating a Plainclothes team and a limited Homeless Outreach team; however, the staffing assignments received by the Project Team indicate that Taraval Station does not have any officers assigned to Foot/Bike Patrol. Taraval Station has three beats and additional resources would ensure that these three beats are consistently staffed with Foot/Bike Beat officers.

FOB – Other Units

The Field Operations Bureau includes additional units that provide centralized support in functions such as event planning, licensing and permitting, the City’s Healthy Streets Operations Center (HSOC) initiative, and community engagement. Recommended staffing is shown below and the following sections describe the duties, responsibilities, and staffing metrics for each unit.

Field Operations - Other Units						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	3	3	0	2	2	0
FOB-HQ	22	19	(3)	1	2	+1
Alcohol Liaison Unit (ALU) and Permits	4	4	0	3	5	+2
Crisis Intervention Team (CIT)	5	5	0	0	0	0
Healthy Streets Operations Center (HSOC)	9	9	0	0	0	0
Community Engagement Division (CED)	16	15	(1)	4	5	+1
FOB - OTHER UNITS TOTAL	59	55	(4)	10	14	+4

Police Headquarters (FOB-HQ)

The Field Operations Bureau (FOB) includes specific units located at Police Headquarters that provide centralized operational support to the Bureau in areas such as creating staffing plans for City events such as protests, parades, and street fairs; managing contracts with vendors who wish to hire off duty personnel to work in uniform; and coordination of the Department’s Cadet program. Centralized FOB also manages staffing plan development, and sign-ups for the District Stations that occur twice annually. FOB provides general staffing guidelines and direction to the District Stations. FOB-HQ units are often tasked with special projects such as re-writing Department General Orders (DGOs) and working on initiatives related to calls for service. This section includes an overview of the services provided by FOB-HQ and recommended staffing. Assignments and sub-unit responsibilities shift amongst personnel based on Department priorities.

10B [Overtime] Police Law Enforcement Services (PLES)

The Police Law Enforcement Services (PLES) program allows outside vendors, such as Apple, Salesforce and Walgreens, to hire off duty police officers in full uniform to provide law enforcement services. The program has expanded dramatically over the past five years: in 2015, the Department recorded 105,000 billable hours, and in 2019, 200,000 billable hours (a 90% increase). The demand for vendor-sought law enforcement services is increasing and there is not sufficient staffing – off duty personnel available to work overtime – to fill the volume of requests that are received.

The unit provides scheduling, billing, and payroll for 200+ vendors per year. Coordination and communication with vendors represents the workload for the unit: emails, calls, and notifications come in at all hours and unit staff is responsible for filling, canceling, or changing shifts based on vendor requests. Two part-time retired officers work twice per week doing payroll, which consists of entering several hundred overtime cards into the Department’s Human Resources Management System (HRMS).

10B Retail/Plainclothes

To enhance customer service to retail vendors who engage with the PLES program, the Department recently created a sub-unit to manage vendor relations. Given recent trends in retail theft, requests for law enforcement services from retail vendors have increased, and the role of this sub-unit is to interface directly with retail vendors. This sub-unit is also working on re-developing the District Station Plainclothes assignment, including establishing the role and responsibilities of this unit at the District Stations and working with the District Stations to implement the re-envisioned unit. This sub-unit includes a Lieutenant and a Sergeant, positions that are not scalable to workload or other metrics. The Lieutenant serves as the centralized Officer in Charge (OIC) for the District Station Plainclothes units and also oversees the Department's 10B PLES program.

Events

The Events unit assists with staffing, guidance, and logistics with special events for all 10 District Stations. There are hundreds of First Amendment events (e.g., demonstrations) each year, in addition to scheduled parades, street fairs, and other events throughout the City. The Events unit is responsible for determining staffing plans for large citywide events, and for assisting the District Stations manage events in their district. At this time, there are no workload metrics for the unit and staffing is determined using the non-scaling methodology. The Project Team recommends that the unit track metrics such as the number of different types of events, and the preparation time for each type of event, to be used in future analyses.

Cadet Program

The Cadet program oversees all of the Police Cadets in the Department. This unit is responsible for training 18-22 year olds in departmental procedures, while utilizing them for various tasks at all District Stations and in other Bureaus. Most of the Cadets are continuing with a college education, and this is a paid position for them in which they gain clerical and logistical skills. Two sworn members – a Sergeant and an Officer – oversee the Cadets in the program. It is important to maintain sworn supervision and presence in this unit, as Cadets are gaining direct law enforcement experience.

Hospital Watch Patrol Special

This position is responsible for coordinating “on-duty” and overtime scheduling to watch prisoners who are not accepted into County Jail for medical reasons, as the Department is obligated to watch prisoners until they are booked. There are usually two to four hospital watches per week, and over \$1,000,000 in overtime spent annually on hospital watches. As discussed below, the Project Team recommends consolidating this function, which is conducted by a single position, with another unit in FOB-HQ.

Report Writing Unit

This unit takes “cold” reports from citizens after being transferred from dispatch. The unit was reconvened during the initial phase of Covid-19 to avoid exposure. The Department of Emergency Management has a set of criteria for dispatching calls to the Report Writing Unit. There are seven to eight individuals taking reports between the hours of 8:00am and 5:00pm, which results in approximately 15-20 reports per day. This unit is staffed by individuals who are on temporary modified duty (TMD); one challenge is that there is no permanent staffing and significant turnover. The Department should explore

if this unit could be staffed by Police Services Aides (PSAs) or professional staff; however, in the near-term, this role is productive for those sworn members who are temporarily able to perform other job duties, and the Department must determine other assignments for these members. This unit can be responsive to the public while enabling full duty officers to handle more serious calls for service.

Housing Liaison

The officer in this position is responsible for coordinating activities across public housing locations throughout the city, and attending meetings and community events. As discussed below, the Project Team recommends consolidating this position.

Night Captains

The Captains assigned to this role provide Captain-level supervisory duties to all District Stations throughout the city during the nighttime shift, when the regular District Station Captains are off duty.

Recommended staffing for FOB-HQ is shown below.

FOB - Police Headquarters						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
Lieutenant	1	1	0			
Clerk				1	1	0
10B/Retail/Plainclothes	5	4	(1)	0	1	+1
Lieutenant	1	1				
Sergeant	2	2	0			
Officer	2	1	(1)			
Management Assistant				0	1	
Events	2	2	0			
Sergeant	1	1	0			
Officer	1	1	0			
Cadet Program	2	2	0			
Sergeant	1	1	0			
Officer	1	1	0			
Hospital Watch	1	0	(1)			
Officer	1	0	(1)			
Report Writing Unit	7	7	0			
Sergeant	2	2	0			
Officer	5	5	0			
Housing Liaison	1	0	(1)			
Officer	1	0	(1)			
Night Captains	3	3	0			
Captain	3	3	0			
FOB-HQ TOTAL	22	19	(3)	1	2	+1

Recommendations and Considerations

- With the recent formation of the 10B Retail/Plainclothes sub-unit within 10B PLES, it may be possible for the duties of the Hospital Watch Patrol Special and the Housing Liaison Officer to be consolidated within 10B Retail/Plainclothes. In developing and supervising the District Station

Plainclothes assignment, the Lieutenant and Sergeant in 10B Retail/Plainclothes would have significant contact with the District Stations in a centralized role. Given that the Housing Liaison position requires coordination at a citywide level, amongst the District Stations and external stakeholders alike, the Department should look into whether the responsibilities of this position, as well as those of the Hospital Watch Patrol Special Officer, could be incorporated into the newly formed 10B Retail/Plainclothes sub-unit. Moreover, given that all of the relevant District Stations have Housing Units, there is not sufficient volume of work to warrant a full-time Housing Liaison.

- **The Department should consider formalizing and expanding the Report Writing Unit, and staffing the unit with professional staff or Police Services Aides (PSAs).** A unit made up of professional staff and/or PSAs would have more continuity than sworn personnel on temporary modified duty (TMD) and would hence be better equipped to operate efficiently, provide excellent customer service, and utilize skills more appropriate to non-sworn classifications. This would serve to provide high-quality service to the public while also ideally removing workload from sworn members in the field. This is directly aligned with the Department's Strategic Goal of being responsive to the community in an innovative way.

Alcohol Liaison Unit (ALU) and Permits

The Alcohol Liaison Unit (ALU) is responsible for processing permit applications, which includes background checks on applicants and field inspections of permitted locations. The unit processes approximately 20-30 applications per month. The unit receives a license application from Alcoholic Beverage Control (ABC) and conducts an investigation for the specific location, including running statistics like saturation and complaints, and then has 30 days to make a recommendation to ABC about how to proceed. The unit is also involved in any public hearings that occur; if licensee rejects terms, they can go before the Board of Supervisors (BOS).

The unit conducts enforcement on active license of which there are currently 4,495 Alcoholic Beverage Control licenses in San Francisco. The unit works with ABC on decoy programs and enforcement at venues during big City events. The sworn members in the unit are responsible for these decoy and enforcement efforts and the unit also enlists additional sworn personnel to assist with these efforts.

Previously, ALU and Permits were separate units but are currently merged into one unit. The unit handles approximately 40 types of permit applications for San Francisco businesses, including commercial parking lots, parking garages, tow operators, and secondhand dealers. For these types of applications, the business pays an application fee and the unit conducts background checks and an investigation. More work is often required for permits because an applicant submits an application and undergoes an intake process with the clerk, and depending on the type of permit, referrals may need to go out to other City agencies and/or District Stations. The unit processes over 800 permit applications per year, including both new applications and renewals. There is a six-week window for this process, as 95% of permits have to have a hearing. Hearings occur every Wednesday, during which the public can comment. The unit is unable to approve or deny permits until referrals are approved by all stakeholders and agencies. The unit is a year and a half behind in processing applications. The permit intake process as well as the background

check process is by appointment only, which creates challenges with scheduling and processing applicants.

Ideally, the unit would also provide enforcement services, which would include going out and checking on locations to make sure they are abiding by the regulations stipulated on permits. However, the unit is unable to currently do this based on the significant permit backlog and staffing levels.

The Sergeant in the unit supervises the Officers and the professional staff, and investigates matters pertaining to licensing or premises. The unit also has a Memorandum of Understanding (MOU) and work order agreement with the Department of Public Health (DPH) to conduct tobacco decoy operations, and the Sergeant is responsible for this work, as well as investigating complaints and collaborating with other City agencies. The Officers in the unit are responsible for investigating all matters regarding ABC licensing. The Management Assistant primarily handles the ALU side, maintaining reports, managing professional staff, and conducting data entry. The unit Clerks assist with daily duties including answering the phones, assisting applicants during the intake process, and coordinating with other City agencies (e.g., communicating with the Treasurer and Tax Collector on applicant information). Recommended staffing for ALU and Permits is provided below.

Alcohol Liaison Unit (ALU) and Permits						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Sergeant	1	1	0			
Officer	3	3	0			
Management Assistant				1	3	+2
Clerk				2	2	0
ALU/PERMITS TOTAL	4	4	0	3	5	+2

Recommendations and Considerations

- Due to the heavily administrative nature of permit processing in ALU and Permits, the Project Team recommends an additional one to two Management Assistants (or similar classification) to take some of the administrative tasks such as data entry and report maintenance off of the rest of the unit, sworn personnel in particular.
- **Coordinating background checks with the ID Unit is a bottleneck in the current process.** One responsibility of the additional Management Assistant could be to sequence scheduling with these other entities that are critical to the permitting process, and providing customer service to permit applicants. The Department should explore strategies for providing a high level of service to permit applicants.
- **The Project Team recommends that the Department look into whether Police Services Aides (PSAs) or some other classification that may need to be created could assist with some of the duties in the unit.** Sworn members are necessary for decoy operations and enforcement, but there may be some licensing and permit tasks that currently require sworn expertise and authorization that could be transferred over to a professional staff classification with the appropriate skills and jurisdiction.

Crisis Intervention Team (CIT)

The Crisis Intervention Team (CIT) aims to improve police contacts with those individuals experiencing mental health and/or substance use crises by equipping officers with knowledge and providing techniques for reducing risk in the encounters. The Crisis Intervention Team operates a training program that provides comprehensive and relevant CIT training to all police personnel in the Department and responds to incidents in the field, facilitating practical applications of CIT alongside behavioral health professionals.

Training

The CIT Program provides a 40-hour Crisis Intervention Certification Course to Law Enforcement as well as a 10-hour CIT Field Tactics Course to patrol, both of which are certified by Police Officer Standards and Training (POST). The 40-hour CIT training focuses on crisis intervention and mental health awareness. As of mid-August 2021, approximately 62% of sworn members have received the 40-hour training, with the goal that all sworn members in the Department receive the training. Amidst the Covid-19 pandemic in 2020, the CIT Instructors designed a fully operational digital classroom for the 40-hour training. With this strong core of crisis intervention training, patrol has a wealth of capable and invested officers who are committed to the practices and principles of crisis intervention. The 10-hour CIT training – “Field tactics/CIT Course” – must be completed by all members assigned to patrol, investigative, and administrative units. As of December 2020, 99% of all sworn members have received 10-hour CIT training (only those on leave have not been trained).

Response – Partnership with Department of Public Health (DPH)

The Crisis Intervention Team has a partnership with DPH Comprehensive Crisis Services (CCS). The CIT Field Unit will respond to situations alongside DPH Crisis Specialists to provide supportive assistance when they need to engage higher risk subjects who pose public safety concerns and danger potential.

In this partnership, CIT and CCS work together to effectively assist subjects in crisis, with joint emphasis on scene safety and subject engagement. DPH CCS has an existing infrastructure to provide services and support to subjects who need assistance, and trained CIT officers are able to contribute on-scene support via practical applications of de-escalation, crisis negotiations, and safety protocols.

Response – CIT Liaisons

Department General Order (DGO 5.21) directs all 10 District Stations throughout San Francisco to have designated “CIT Liaisons” who specialize in matters pertaining to Crisis Intervention at their respective Station. The 20+ CIT Liaisons throughout the city act as an auxiliary CIT unit at their respective stations, facilitating CIT training and practices amongst patrol members, and working with the centralized CIT Field Unit to ensure that crisis subjects who are most concerning are identified, engaged, and/or connected effectively with programs and services.

CIT is a Department and City priority and staffing does not scale to workload or other metrics.

Crisis Intervention Team (CIT)						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Lieutenant	1	1	0			
Sergeant	2	2	0			
Officer	2	2	0			
CIT TOTAL	5	5	0	0	0	0

Recommendations and Considerations:

- The City and County of San Francisco is currently initiating various programs to provide assistance and services to individuals in the community who are experiencing mental health and/or substance use crises. Many of these programs are in development or in initial stages of implementation. **The City and the Department should determine the role of SFPD CIT response within these citywide programs and assess staffing need based on how trained law enforcement personnel fit within citywide priorities and San Francisco’s vision for addressing crisis response.**

Healthy Streets Operations Center (HSOC)

The Healthy Streets Operations Center (HSOC) aims to address homelessness and unhealthy street behavior via coordination amongst the many City agencies that provide response and assistance to unsheltered persons experiencing homelessness on the streets of San Francisco. HSOC aims to ensure that San Francisco’s streets are safe and clean, meet the shelter and service needs of individuals on the streets, and establish a unified City response to homelessness and street behavior. HSOC is structured as a unified command center: representatives from those City departments that have a role in addressing homelessness and street behavior convene in a singular location – the Emergency Operations Center (EOC) – and plan, triage, and coordinate responses to incidents of street behavior and homelessness. SFPD’s role in HSOC is to provide representation at the command center and to provide engagement and, if necessary, enforcement, in those incidents where law enforcement presence is warranted.

HSOC – EOC

The City’s Emergency Operations Center (EOC) is staffed by one Lieutenant and one Officer. The Lieutenant is the Officer in Charge (OIC) of the entire HSOC unit and also sits at the EOC, serving as the Department liaison and working collaboratively with the other City agencies to problem-solve. As the OIC, the Lieutenant is also responsible for scheduling, ensuring the Sergeant and Officers in the unit are addressing operational issues and completing trainings and all administrative tasks.

HSOC – Field

HSOC – Field is currently staffed with one Sergeant and six Officers. The Sergeant is the street-level supervisor; staffing is determined via a span of control ratio set at 1:6, in line with the rest of the patrol functions in the Department. Field Officers often work citywide and are generally responsible for addressing large-scale, citywide homelessness issues. HSOC Officers have the best knowledge of

homeless resources as well as established relationships with homeless community. Four of the Officers patrol mainly on Port-authority property and receive subsidized salaries from the Port. These Officers receive specialized training and are aware of resources for individuals experiencing homeless. One Officer serves as the citywide Vicious and Dangerous Dog specialist, working with Animal Care and Control and conducting investigations, interviews, follow up, and hearings related to any incident involving a vicious and dangerous dog.

SFPD's HSOC staffing has been scaled down dramatically over the past few years due to staffing availability and the City's shifting HSOC priorities. In 2018, when Matrix Consulting Group conducted its analysis, there were 45 sworn members assigned to HSOC, with Matrix recommending an additional five Officers. As of September 2021, SFPD is operating its HSOC presence at the bare minimum. This presents itself as staffing two representatives at the EOC and fielding one citywide response team comprised of a Sergeant and six Officers. Recommended staffing is determined using the non-scaling methodology, as HSOC is a citywide initiative. Current staffing is based on Department resource availability and citywide directive on SFPD's involvement in HSOC at this time.

Healthy Streets Operations Center (HSOC)						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
HSOC-EOC	2	2	0	0	0	0
Lieutenant	1	1	0			
Officer	1	1	0			
HSOC-Field	7	7	0	0	0	0
Sergeant	1	1	0			
Officer	6	6	0			
HSOC TOTAL	9	9	0	0	0	0

Recommendations and Considerations:

- **The City and the Department must determine what SFPD's HSOC involvement should look like going forward**, based on HSOC's mission and vision, on City and Department resource allocation and agency responsibilities, and on the City's overall strategy for addressing unhealthy street behavior in San Francisco. This is necessary to determine staffing levels for HSOC in the future.

Community Engagement Division (CED)

The Community Engagement Division (CED) operates out of Mission Station and runs various programs and initiatives that promote engagement between the Department and citizens and youth in the community. CED is overseen by a Commander with a Lieutenant serving as the Officer in Charge (OIC) to manage day-to-day operations.

CED provides the strategy and framework for continuously developing the Department's relationships with San Francisco's many communities. Members assigned to CED work collaboratively to support the effort of all Stations, Bureaus and assignments in promoting community policing and community engagement policies; implementing Collaborative Reform Initiative (CRI) recommendations and projects; interfacing directly with residents, visitors, and youth; and conducting outreach to disadvantaged communities in San Francisco. **Given that the activities of the Division are driven largely by executive-level policy decisions, there are no specific staffing metrics. All positions in the unit are elective based on the unique roles they serve, and the Division's activities are scaled based on priorities and staff availability.** CED's units and activities are described below.

- **Youth and Community Engagement** includes the Police Activities League (PAL), which runs programs such as the Community Youth Academy, which provides youth instruction on the policing profession; and the youth football league. Youth and Community Engagement also runs a summer youth employment program, the annual holiday toy drive, and a wilderness program for disadvantaged youth.
- CED runs a **Limited English Proficiency (LEP)** program that aims to promote better services for and engagement with limited English speakers in the community. LEP establishes protocols for the Department for providing translation services while in the field, and conducts internal coordination for language training and certification with outside vendors.
- CED facilitates **direct stakeholder engagement** by providing oversight to the District Stations that run each run their own community policing advisory board. CED serves as the centralized conduit for these forums, providing administrative support and guidance in agendas, meeting minutes, and facilitation. CED also operates the Community Police Academy, which is an educational program about how the Department operates and serves as a recruitment tool for the Academy and Reserve Officers. CED also operates the Auxiliary Law Enforcement Response Team (ALERT), in which community members can partake in training to gain basic skills and knowledge in policing protocols so that the Department and the community can work together to coproduce public safety.
- The **Community Liaison Unit (CLU)**, created as a result of crimes against the AAPI community, ensures that all victims are receiving the resources they need. The aim of the unit is to provide guidance on resources and services to all communities throughout the City.

Recommendations and Considerations

- **There is significant opportunity for the development of professional staff positions and functions in the Community Engagement Division.** Until mid-2020, CED had a Manager-level Senior Advisor

who was responsible for organizing, implementing, and executing events and programs in the community; and engaging with citizens and youth via sports leagues and other community functions. There is opportunity for CED to develop this capability in the future. Professional staff members have the ability to interact with members in the community and to strengthen the relationship between the Department and the citizens it serves. The Department should explore opportunities for professional staff in CED and the Manager position recommended should lead strategy development and implementation. To this end, the Project Team recommends replacing the Lieutenant position with a Manager position, as both positions are mid-senior level. Professional staff in this role would be responsible for engaging with the community and also leading high-level CED strategic planning efforts under the direction of the Commander and/or Captain.

Recommended staffing for CED is shown in the table below.

Community Engagement Division (CED)						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Commander	1	1	0			
Captain	1	1	0			
Lieutenant	1	0	(1)			
Sergeant	3	3	0			
Officer	10	10	0			
Manager				0	1	+1
Management Assistant				1	1	0
Senior Administrative Analyst				1	1	0
Police Services Aide				1	1	0
Clerk				1	1	0
DIVISION TOTAL	16	15	(1)	4	5	+1

Investigations Bureau

Overview

The Investigations Bureau includes Divisions and units that are responsible for investigating potentially solvable cases³ for major crimes, general crimes, and person crimes. The Bureau is also responsible for developing and implementing multi-disciplinary proactive investigative work such as coordinating with other state-wide agencies to monitor and respond to regional and national trends in retail theft. The Bureau is constantly evolving in order to be responsive to current crime trends in, for example, shootings, homicides, and narcotics. The Investigations Bureau continuously innovates on how units within each Division work together to problem-solve, interface with the District Stations to address crime at the hyper-localized level, and collaborate with other regional and national agencies in response to increasingly complex organized criminal activity.

Effective September 4th, 2021, the Department reorganized the Investigations Bureau “to better align units to improve communication, solvability, and pool resources” (Department Notice 21-131). The current organizational structure of the Investigations Bureau is shown on the following page.

Recommended Staffing

The Project Team conducted thorough interviews with all investigative units in the Bureau to obtain both qualitative and quantitative data to analyze staffing needs. Using the methodologies developed by Matrix Consulting Group with input and direction from the Staffing Task Force, the Project Team determined recommended staffing levels based on current data and the ever-evolving roles and responsibilities of each unit as the Bureau develops and implements strategies to address current crime trends.

The table below shows recommended staffing for the Investigations Bureau.

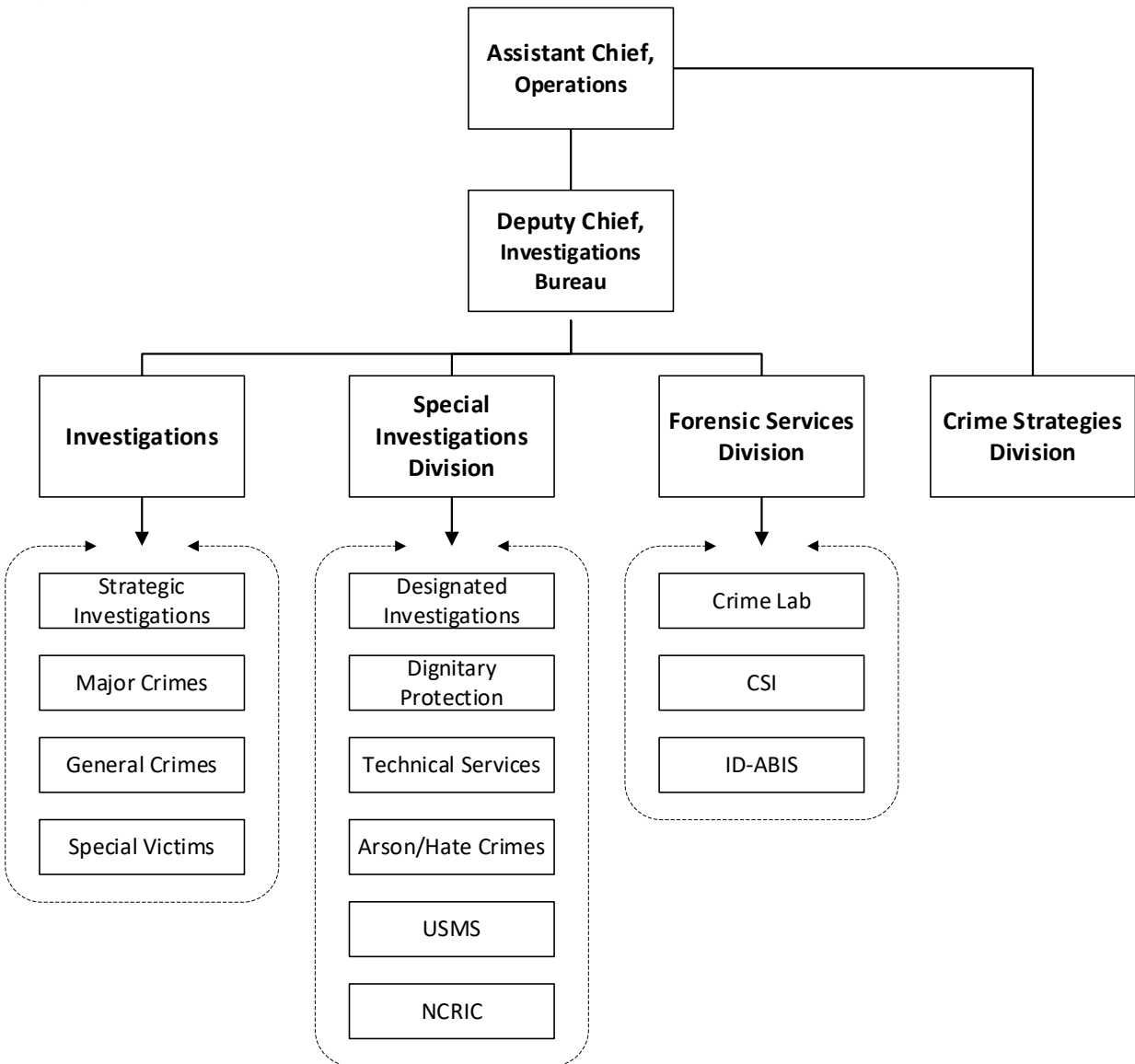
Investigations Bureau						
Division or Unit	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Investigations - Admin	3	3	0	6	5	(1)
Strategic Investigations	49	54	+5	2	2	0
Major Crimes	71	83	+12	2	2	0
General Crimes	53	67	+14	8	11	+3
Special Investigations	31	32	+1	1	1	0
Special Victims	47	61	+14	4	4	0
Forensic Services	21	21	0	65	80	+15
Crime Strategies	3	1	(2)	10	31	+21
BUREAU TOTAL	278	322	+44	98	136	+38

³ Matrix Consulting Group also defined cases as those that are potentially solvable in their analysis.

Organizational Chart



Investigations Bureau



Methodologies Used to Determine Staffing

Workload-based Methodology

Most investigative units in the Department consist of a Lieutenant who serves as the Officer in Charge (OIC) of the unit, supervising Sergeant Investigators whose primary responsibility is to investigate assigned cases. Generally, Sergeant Investigators are the predominant classification in each unit. In some units, Officers perform law enforcement functions (e.g., surveillance and video retrieval) that directly contribute to the casework and/or activities of the unit.

Workload Hours

Sergeant Investigator staffing is determined using a workload-based methodology in which the *number of cases assigned* is the significant metric in determining workload. Potentially solvable cases are assigned to an investigator, who then spends time and effort “working” the case. Therefore, an additional key metric in the workload-based methodology used to determine staffing for Investigators is the *time spent* working the case, with utilization rates applied to account for proactive and administrative duties. Workload hours can therefore be represented by the following equation:

$$\text{Workload Hours} = [\text{Number of cases assigned}] \times [\text{Time spent working each case}]$$

Staffing Availability

The calculated amount of time needed for the unit’s Investigators to work the unit’s caseload can be represented by workload hours plus a utilization rate time factor to account for administrative and proactive time. This number of required hours is then assessed against the unit’s staffing levels, which is represented by the net available work hours (NAWH) of the individuals in the unit. The following table shows net available work hours for each Investigator in the unit.

Definition	Explanation	Number of Hours
Max # work hours per year	40 hours/week x 52 weeks/year	2,080
Leave hours	Estimated usage of paid leave (FH, SP, VA)	(270)
Training hours	On duty training allotment per year	(50)
Net Available Work Hours (NAWH)	Time balance available for on-duty work	1,760

Utilization

As described in the Field Operations Bureau – Patrol section, the workload-based methodology must account for proactive and administrative time. Similar to FOB – Patrol, administrative time includes tasks such as reading and signing off on Department Bulletins and other Department email correspondence that is not directly case-related. All investigative units have administrative time in the 10-20% range, which is the industry standard also used by Matrix Consulting Group.

Proactive time varies by unit. Some investigative units, such as Homicide and Special Victims Unit (SVU), follow the “traditional” investigative model: cases are assigned to the unit and subsequently to a lead investigator, who then works independently and with other unit investigators on the various component

tasks that comprise “working” a case. These units have little or no proactive time incorporated into the utilization rates accounted for in determining recommended staffing levels.

Other units similarly investigate assigned cases, but devote significant time to proactive law enforcement functions in their designated area of expertise. One such unit is the Crime Gun Investigations Center (CGIC), which investigates specific gun-related cases but also conducts, for example, surveillance for illegal firearm tracing. These tasks are considered proactive efforts because they may contribute to effective casework in the future. The Project Team used a workload-based methodology based on caseload to determine staffing levels for CGIC, but with a utilization rate that accounts for the proactive investigative efforts required in the unit’s operations.

The following table shows NAWH with a 10% utilization rate to account for administrative time incorporated into the staffing availability calculation.⁴

Definition	Explanation	Number of Hours
Max # work hours per year	40 hours/week x 52 weeks/year	2,080
Leave hours	Estimated usage of paid leave (FH, SP, VA)	(270)
Training hours	On duty training allotment per year	(50)
Net Available Work Hours (NAWH)	Time balance available for on-duty work	1,760
Utilization rate (10% Admin)	On duty time spent on administrative duties	(176)
NAWH (with Utilization Rate)	Time balance available for casework	1,584

The table below shows the figures needed to determine staffing.

Workload Hours		Staffing Availability	Utilization
Workload	Time per Task		
Number of cases per year	Amount of time it takes to work each case	Net available work hours (NAWH), representing staffing hours available after leave and training	% of time spent on Administrative tasks % of time spent on Proactive tasks (e.g., working with other units)

Subsequently, the calculation to determine staffing can be shown with this equation:

$$\frac{\text{Workload Hours}}{\text{Time per Task}} = \text{Number of staff required}$$

NAWH, with utilization rate(s) incorporated

This workload-based methodology is used for almost all investigative units to determine staffing levels for Sergeant Investigators. Again, Sergeant Investigators are the primary personnel in most units in the Investigations Bureau.

⁴ Please note that the example included here is for the Homicide Unit in the Strategic Investigations Division.

Ratio-based Methodology

Span of control is the ratio-based methodology utilized most frequently in determining recommended staffing for the Investigations Bureau and represents industry standard best practices in how many direct reports each supervisory position should oversee.

Non-scaling Methodology

The non-scaling methodology is utilized to determine staffing for those positions that provide the Department with a unique function or capability, such as a leadership position that does not scale based on workload or a role that directly supports a Department initiative or priority.

Some investigative units such as the Community Violence Reduction Team (CVRT) are entirely proactive, with activities directed by City leadership and the Department based on current trends and priorities. A non-scaling methodology is used to determine staffing levels for these units.

Recommended Staffing by Division and Unit

Investigations – Administration

The Investigations Bureau is overseen by a Deputy Chief who reports directly to the Assistant Chief of Operations. A Commander reports directly to the Deputy Chief and oversees the Investigations Divisions: Strategic Investigations, Major Crimes, General Crimes, and the Special Victims Unit. The Investigations Bureau executive team is supported by a Sergeant, an Executive Secretary, and a Clerk. Police Services Aides (PSAs) are assigned to the administrative branch of the Bureau but are shared amongst the units in the Bureau, providing critical support in data entry and analysis and operational case support. One PSA supports the Traffic Collision Investigations Unit (TCIU); TCIU has since been reorganized under the Special Operations Bureau (SOB) and this PSA position is now categorized under SOB, hence the recommended reduction shown in the table below. Given the unique leadership and support roles of these positions, staffing is determined using the non-scaling methodology.

Investigations - Administration						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	3	3	0	6	5	(1)
Deputy Chief	1	1	0			
Commander	1	1	0			
Sergeant	1	1	0			
Clerk				1	1	0
Executive Secretary				1	1	0
Police Services Aide (PSA)				4	3	(1)

Strategic Investigations Division

The Strategic Investigations Division includes the Homicide Unit, the Community Violence Reduction Team (CVRT), and the Crime Gun Investigations Center (CGIC). Strategic Investigations was created in September 2021 to realign Homicide, CVRT, and CGIC together to improve communication and pool resources amidst current trends in gun violence. In 2021, the number of non-fatal shootings as well the number of homicides with a firearm both increased over prior year figures. A Captain oversees the Strategic Investigations Division, a leadership role that is not scalable to any workload measures.

Strategic Investigations Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0			
Homicide Unit	16	22	+6	1	1	0
Violence Reduction Team	25	24	(1)	1	1	0
Crime Gun Investigations	7	7	0			
DIVISION TOTAL	49	54	+5	2	2	0

Homicide Unit

The Homicide Unit is responsible for investigating all homicides and deaths that are classified as suspicious by the SF Medical Examiner's office; in-custody deaths, which were previously investigated by SFPD Internal Affairs (IA) and the SF District Attorney's Office; officer-involved shootings (OIS) committed by an external agency, such as the Federal Bureau of Investigations (FBI); and assisting with SFPD OIS investigations. Due to the complex and significant nature of these cases, homicide investigations require extensive investigative work up and time-intensive documentation. One lead Sergeant Investigator is assigned to each homicide case and is generally assisted by one to two other Investigators.

Caseload & Current Trends

Homicide Data, 2018 – 2021					
	2018	2019	2020	2021	2020 vs. 2021
Total Homicides as of Dec 31	46	41	48	56	+17%

Over the past three years, the number of cases has remained relatively constant for the unit; however, the number of homicides increased in 2021. Moreover, the number of tasks per case and the amount of time required has increased slightly due to some key factors. First, the unit has experienced policy and procedural changes that dictate updated guidelines for working with the District Attorney's office. Homicide Investigators are now responsible for scanning all case files and documentation to send to the District Attorney's office, time-consuming tasks that were previously handled by Clerks in the District Attorney's office prior to 2020. Second, Homicide Investigators now collaborate more closely with the Investigators in CVRT and CGIC, particularly in cases of homicide with a firearm; this collaboration is necessary and must be factored into the time that it takes to work a case.

Strategic Investigations Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Homicide	16	22	+6	1	1	0
Lieutenant	1	1	0			
Sergeant	14	20	+6			
Officer	1	1	0			
Secretary				1	1	0

Staffing Methodologies by Position

- The Lieutenant position serves as the Officer in Charge (OIC) of the Homicide Unit. Given the unique supervisory duties of the position, staffing is determined using the non-scaling methodology.
- The Sergeant Investigator position is responsible for the core investigative functions of the unit. Staffing is determined using the workload-based methodology based on 48 cases and 655 hours per case (one lead Investigator with others assisting).
- The Officer position is solely responsible for all video retrieval related to all cases assigned to the Homicide Unit. This position also provides support to the District Attorney's office regarding video requests for cases. Given the unique responsibilities of this position, staffing is determined using the non-scaling methodology.
- The Secretary position handles a variety of administrative responsibilities, including but not limited to scheduling, overtime and payroll, case tracking, incident recaps, and unit requests. Given the unique responsibilities of this position, staffing is determined using the non-scaling methodology.

Community Violence Reduction Team (CVRT)

The Community Violence Reduction Team (CVRT) investigates high violence incidents and gang-related crimes in San Francisco communities. CVRT also works closely with state and federal law enforcement in multi-agency efforts to address complex, highly-organized local criminal activities and crime syndicates from abroad. CVRT also works extensively with other units in SFPD, leading the Department’s shooting review board with Crime Gun Investigations Center (CGIC) and the Crime Strategies Division to provide weekly enforcement recommendations to the Field Operations Bureau. Significantly, CVRT provides extensive support in gang-related investigations that are led by other SFPD investigative units such as Homicide. These cases are not assigned to CVRT and hence are not reflected in the CVRT caseload.

A significant portion of CVRT’s work differs from the “traditional” investigative model in which cases are assigned to a unit and the unit’s Investigators workup potentially solvable cases to determine a resolution. Much of CVRT’s work is proactive and the unit includes Officers who focus specifically on field surveillance and field investigations, proactively searching for and investigating gang encounters and violent criminal activity based on pre-existing knowledge and research. Given the increasing complexities of organized crime, the Officers in this unit must maintain extensive working knowledge of gang-related dynamics in the city, region, and state via ongoing surveillance of social media websites and attending events such as concerts. Field investigations and field surveillance result in extensive documentation of gang members, gang activity, and any other information gathered. Moreover, CVRT spends a significant amount of time on surveillance and intel support for investigations assigned to other units. Surveillance and intel support are very time consuming, often taking weeks on end to gather information.

CVRT also provides court testimony for SFPD and outside agencies, conducts probation and parole searches, conducts search warrants, holds informant debriefs, and maintains a gang member registry in compliance with court order. Additionally, due to a recent internal policy change, CVRT now investigates shootings that *may* be gang-related as opposed to only those that are *known* to be gang-related.

Strategic Investigations Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Violence Reduction Team	25	24	(1)	1	1	0
Lieutenant	1	1	0			
Sergeant	13	12	(1)			
Officer	11	11	0			
Clerk				1	1	0

Staffing Methodologies by Position

- The Lieutenant position serves as the Officer in Charge (OIC) of CVRT. Given the unique supervisory duties of the position, staffing is determined using the non-scaling methodology.
- The Sergeant Investigator position is responsible for the core investigative functions of the unit. Investigators in CVRT investigate assigned cases but also perform extensive proactive work such as directing the field surveillance activities of the Officers in the unit and providing assistance in surveillance and intel to other units. Staffing for this position is determined using a workload-

based methodology based on 240 cases, 36 hours per case, and a 40% proactive time utilization rate to account for the unit's extensive surveillance efforts.

- The Officer positions are responsible for assisting Sergeant Investigators in surveillance and search warrants on an Enforcement Team sub-unit. SFPD introduced this team based on the finding from the California Partnership Program data and study (2021) that recommended additional staffing to support field and street enforcement. There is also one Officer position solely responsible for all video retrieval related to all cases assigned to CVRT. Given the unique functions of the Officers in the unit, staffing is determined using the non-scaling methodology.

Crime Gun Investigations Center (CGIC)

The Crime Gun Investigations Center (CGIC) is responsible for a variety of functions related to crime gun intelligence, firearm tracing, case investigation, and proactive surveillance related to illegal firearm tracing. CGIC interfaces with the National Integrated Ballistic Information Network (NIBIN) through various channels. One such way is producing crime gun intelligence through coordination with the federal Bureau of Alcohol, Tobacco, Firearms and Explosives ("ATF") and the SFPD Crime Lab and SFPD Property Control to get results through a gun and/or casings used in a crime. Gun intelligence data is entered into NIBIN, which identifies whether the particular gun corresponds with other criminal activity or homicides in the network. Using NIBIN, the unit investigates different cases involving firearms, including firearm trafficking; data analysis on potential shots fired (the Shot Spotter program); and proactively investigates potential cases such as identifying illegal firearm trafficking through firearm tracing, social media surveillance, and/or undercover work. Over the past few years, the number of cases has been increasing in addition to the various tasks required to investigate each case with the use of NIBIN. CGIC and CVRT also partner to run the Department's weekly shooting review, providing data analysis and areas of focus for the Department's enforcement efforts.

Strategic Investigations Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Crime Gun Investigations	7	7	0			
Lieutenant	1	1	0			
Sergeant	3	3	0			
Officer	3	3	0			

Staffing Methodologies by Position

- The Lieutenant position serves as the Officer in Charge (OIC) of CGIC. Given the unique supervisory duties of the position, staffing is determined using the non-scaling methodology.
- Staffing for the Sergeant Investigator position is determined using the workload-based methodology based on 158 cases, 12 hours per case, and a 33% proactive time utilization rate to account for the unit's extensive surveillance efforts.
- Staffing for the Officer position is determined using the workload-based methodology based on 158 cases and 12 hours per case. Casework is split collaboratively Sergeants and Officers; however, Officers conduct designated casework tasks such as search warrants and surveillance.

Major Crimes Division

The Major Crimes Division includes Robbery, Burglary/Organized Retail Theft, and Narcotics. Major Crimes is responsible for investigating significant and serious crimes. Unit case assignments have shifted dynamically in recent years between Robbery, Burglary, and the Station Investigations Teams (SIT) in the General Crimes Division to be responsive to current trends and case volume. A Captain oversees the Major Crimes Division, a leadership role that is not scalable to any workload measures.

Major Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0			
Robbery	17	23	+6			
Burglary/Retail Theft	27	33	+6	2	2	0
Narcotics	26	26	0			
DIVISION TOTAL	71	83	+12	2	2	0

Robbery

The Robbery Unit is responsible for investigating serious robbery cases that meet specific criteria and that generally require lengthy and extensive investigations due to their complexity (e.g., series robberies). Department Bulletin 17-246 (DB 17-246), effective December 2017, listed the protocols for Robbery investigations and stated that the Robbery Unit would take most Robbery cases, review all robbery reports, and consult with the Station Investigations Team (SIT) regarding which unit will investigate a robbery case. DB 17-246 directs that the Robbery Unit will investigate cases such as bank and armored transport robberies, home invasions, carjacking incidents, robberies where hostages are taken, robberies where the victim is injured, and robbery series involving multiple districts or jurisdictions.

Since 2017, Robbery Unit case criteria and assignment between the Robbery Unit, Station Investigations Team (SIT), and the Burglary Unit has continued to evolve based on current trends and case volume. Over the last two years, robberies as well as the complexity of robbery cases have increased and the Robbery Unit is unable to investigate all robbery cases. For example, there has been an increase in Estes robberies in which store employees or other personnel focused on loss prevention pursue and try to stop a shoplifter who then uses force or threat of force to avoid apprehension and get away with the merchandise. The use of force component in an Estes robbery elevates shoplifting to the more serious crime of robbery. Initially, the Robbery Unit would investigate Estes robberies and basic street robberies with no significant injuries, but the unit has become overwhelmed.

Given the volume of cases, the Robbery Unit now addresses only the most serious and complex robbery cases and SIT and the Burglary Unit now take many of the cases that previously may have been assigned to the Robbery Unit. SIT now takes Estes robberies cases due to the volume of these cases. SIT also investigates basic street robberies with no significant injuries and robberies with known suspects. With improved video retrieval and localized knowledge, Investigators and Officers focused on the District Stations can more effectively identify and arrest known suspects. The Burglary Unit now has a dedicated

Organized Retail Theft sub-unit. Retail theft cases were sometimes handled by Robbery prior but are now all assigned to Burglary/Retail Theft. Though SIT and Burglary now investigate specific case types that were previously assigned to the Robbery Unit, the Robbery Unit workload has increased because assigned cases are highly complex, serious robberies.

Major Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Robbery	17	23	+6			
Lieutenant	1	1	0			
Sergeant	14	20	6			
Officer	2	2	0			

Staffing Methodologies by Position

- The Lieutenant position serves as the Officer in Charge (OIC) of Robbery. Given the unique supervisory duties of the position, staffing is determined using the non-scaling methodology.
- The Sergeant/Investigator position is responsible for the core investigative functions of the unit. Staffing is determined using the workload-based methodology based on 585 cases and 48 hours per case.
- The Officer positions assigned to the Robbery unit are responsible for video retrieval and review related to *all* robbery cases. Given the unique responsibilities of this position, staffing is determined using the non-scaling methodology.

Burglary/Organized Retail Theft

The Burglary Unit is responsible for investigating auto, residential, and commercial burglaries that occur in San Francisco. Prior to late 2017, there was no centralized Burglary Unit and since then case criteria have changed and case assignments have shifted dynamically amongst Robbery, Burglary, and SIT, as mentioned above.

Auto Burglaries

In August 2017, following a sharp year-over-year increase in the number of auto burglaries, SFPD expanded the number and locations of foot and bicycle patrols in areas most impacted by this trend, and engaged with community groups in an aggressive educational component. A dramatic decrease in the number of incidents was seen right away – a 17% drop when comparing 2018 numbers to those of 2017. However, as the City emerges from the pandemic, in the first six months of 2021, there has been a 9% increase when compared to the same time in 2020.

Commercial Burglaries

According to documents received from the Burglary Unit, citywide burglaries have increased, and commercial burglaries increased; as of December 2020, the Burglary Unit estimated that commercial burglary cases handled by the unit (some cases are handled by SIT) increased 112% from December 2019 YTD to December 2020 YTD. Burglaries are up 300% in some districts and there is more organized crime,

requiring more search warrants, trackers, and more time per case. These trends are prevalent especially in the Golden Gate Division. In the Metro Division, retail thefts in particular have increased significantly.

Organized retail theft crimes are greatly impacting retailers, both national corporations and locally owned businesses. According to a recent survey by the National Retail Federation, organized retail crime is a \$30 billion problem nationwide and rising. The same survey also identified Los Angeles, San Francisco, and Sacramento among the top ten metropolitan areas for organized retail crimes in the country.

Addressing Organized Retail Theft

On September 22nd, 2021, Mayor London Breed announced the details of San Francisco's Organized Retail Crime Initiative, a focused plan to increase reporting, investigating, and solving of retail theft cases and the upstream criminal enterprises that enable them. The Organized Retail Theft Initiative is led by the San Francisco Police Department (SFPD) in partnership with local retailers and regional law enforcement agencies. The Plan aims to expand and reallocate SFPD investigative resources, strategically restructure publicly and privately funded deployments, and facilitate public-private partnerships aimed at reporting, investigating and solving cases.

The Burglary/Retail Theft Unit is central to the Plan, which increased the SFPD Organized Retail Crime Unit from two to five investigators under the command of a dedicated Lieutenant. Unit members will investigate cases locally within their citywide purview as well serve as full partners to the California Highway Patrol's Organized Retail Crime Task Force, which Governor Gavin Newsom reauthorized on July 21, 2021.

Other Tasks

The Burglary Unit spends a significant amount of time on rebookings. At the time of interview, Burglary Unit OIC noted that the unit had completed 278 rebookings for burglaries only in the last 90 days. Each investigative unit is responsible for several different tasks, including but not limited to cases assigned for investigation and rebookings. Rebookings are time-consuming and difficult to schedule because they must be completed under specific time constraints and the amount that comes in on any given day is unpredictable. Records indicate that between April – June 2021, the Burglary Unit handled 21% of all felony rebookings (278 out of 1,350).

Major Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Burglary/Retail Theft	27	33	+6	2	2	0
Lieutenant	1	1	0			
Sergeant	24	30	6			
Officer	2	2	0			
Police Services Aide (PSA)				1	1	0
Clerk				1	1	0

Staffing Methodologies by Position

- The Lieutenant position serves as the Officer in Charge (OIC) of Burglary. Given the unique supervisory duties of the position, staffing is determined using the non-scaling methodology.
- The Sergeant Investigator position is responsible for the core investigative functions of the unit. Staffing is determined using the workload-based methodology based 1,346 cases and 30 hours per case.
- The Officer positions assigned to the Burglary unit are responsible for video retrieval and review related to *all* burglary cases. Given the unique responsibilities of this position, staffing is determined using the non-scaling methodology.

Narcotics

The Narcotics Unit is an entirely proactive unit that investigates mid- and street-level narcotic incidents that occur in San Francisco. Narcotics operates in a manner similar to District Station Plainclothes teams in that much of the work is directed enforcement, targeting hot spot areas in the city based on citywide crime trends and leads from confidential informants. Narcotics operates primarily in the Tenderloin area; however, the unit also focuses on other parts of the city such as the Mission, Bayview, and Ingleside. Unlike some of the other investigative units in the Department that primarily work assigned cases, Narcotics is actively conducting search warrants, making arrests, and booking offenders. Narcotics also rebooks cases for the District Attorney's office.

The Sergeant Investigators in the unit primarily work on cases, with tasks including authoring search warrants, arrest warrants, and memos; and conducting rebookings, arrests, and stakeouts. Sergeants lead investigative teams within the unit that generally work collaboratively on proactive, longer-term investigative efforts. The Sergeant positions also supervise the Officers in the unit, directing the Officers in conducting law enforcement activities that are critical to working cases. Therefore, the Officers in the unit primarily focus on proactive law enforcement in various situations related to casework.

For example, Officers conduct buy-bust operations and hundreds of hours are utilized when a mid- to high-level trafficker is identified and an investigation is initiated. Law enforcement operations that must be undertaken include surveillance, buys, meeting with informants, locating residence(s), and authoring various search warrants. Depending on how many locations are identified, a significant amount of time may be utilized on search warrant days. Narcotics also includes three Task Force Officers (TFOs) who are assigned to liaise with federal agencies such as the Department of Homeland Security and the Drug Enforcement Administration (DEA) on various initiatives.

As Narcotics is an entirely proactive unit, its staffing level and focus should align with Department priorities and community needs. Matrix Consulting Group noted that tracking key performance indicators (KPIs) is beneficial for proactive units to monitor systems for decision-making, internal accountability, and operations. If Narcotics does not already have some key indicators identified, this is an area that the unit should explore in the future.

Major Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Narcotics	26	26	0			
Lieutenant	1	1	0			
Sergeant	4	4	0			
Officer	21	21	0			

Staffing Methodologies by Position

- The Lieutenant position serves as the Officer in Charge (OIC) of Narcotics. Given the unique supervisory duties of the position, staffing is determined using the non-scaling methodology.
- The Sergeant position leads teams that conduct proactive, long-term investigative efforts. As the Sergeant position is responsible for leading these teams and supervising the Officers in the unit, it is appropriate to use a ratio-based methodology with span of control set at 1:7.
- The Officer position conducts proactive law enforcement activities as directed by the needs of the cases. Staffing is determined using the non-scaling methodology.

General Crimes Division

The General Crimes Division includes the Station Investigation Teams (SIT) and Night Investigations Unit (NIU). SIT is responsible for investigating general crimes incidents throughout the 10 District Stations that do not meet the criteria for assignment to other investigative units such as Robbery and Burglary. Night Investigations is responsible for responding to crime scenes after-hours when no other investigative units are regularly scheduled to be on-duty. NIU generally investigates serious cases and may carry out the full investigation if specific criteria are met. Otherwise, NIU initiates the investigation at the crime scene and directly after before the case is assigned to another investigative unit.

Caseload data for SIT indicates a significant resource need. Retirements coupled with increasing caseload volume – from both an increase in general crime incidents in the City and case assignment changes – have impacted SIT’s ability to handle the workload. As of February 2022, the Department is considering options for re-organizing SIT and NIU; this analysis addresses General Crimes in its current structure and with any re-organization, the Department should continue to monitor caseloads and adapt to changes in workload and resource availability.

General Crimes is overseen by a Captain, a leadership position that does not scale based on workload. Recommended staffing for the General Crimes Division is shown below.

General Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0			
Station Investigation Teams	42	56	+14	7	10	+3
Night Investigations	10	10	0	1	1	0
DIVISION TOTAL	53	67	+14	8	11	+3

Station Investigation Teams (SIT)

The Station Investigation Teams (SIT) are responsible for investigating general crimes incidents throughout the 10 District Stations that do not meet criteria for assignment to other investigative units such as Special Victims, Community Violence Reduction Team (CVRT), Robbery, and Burglary. As described in the Robbery and Burglary sections, case assignment has shifted somewhat between SIT, Robbery, and Burglary over the past few years; SIT is now responsible for case types previously assigned to Robbery and Burglary, as the latter two units now investigate the most complex cases in their respective focus areas. Generally, the types of cases assigned to SIT include, but are not limited to, aggravated assaults, possession of a firearm (felony/non-gang related), some terrorist threats, non-domestic violence related kidnappings, and missing persons (first 30 days). Given current crime trends as well as case reassignment protocols, SIT experiences a significant case volume and the workload-based analysis indicates that SIT’s caseload across all District Stations warrants additional resources. This finding corresponds with the qualitative information that the Project Team received during interviews.

SIT's organization and structure within the Bureau – whether command is centralized in Investigations or decentralized at the District Stations – has switched over the years to be responsive to current priorities and staffing levels. Currently, command is centralized in the Investigations Bureau under the Captain that oversees General Crimes. There are five centralized Lieutenants who each oversee the SIT function at two District Stations. Sergeants serve as the Investigators and SIT unit size varies based on the caseload of the respective District Station. The Sergeant Investigators primarily spend their time working cases with time allotment for court and minimal administrative time. Generally, the busier District Stations in the Metro Division have higher caseloads than the smaller District Stations in the Golden Gate Division. There are two Officers that are assigned to SIT as video retrieval officers and are utilized by all 10 District Stations.

Recommendation: Each SIT team should be staffed with a Police Services Aide. This non-sworn classification can perform a variety of different tasks, including but not limited to data entry, authoring crime alert emails, answering report requests, tracking caseload metrics, supporting research for investigative staff, and providing rebooking support where appropriate. This position provides valuable administrative support to each SIT unit and enables sworn Investigators to focus on specialized casework. Given the supportive duties and responsibilities of the PSAs, it is appropriate to use the ratio-based methodology and assign one PSA for every 5-8 Sergeants, with a minimum of one PSA per station.

SIT handles a significant number of the Department's rebookings. Over the 90-day period from April – June 2021, SIT handled 35% of rebookings (469 out of 1,350). Rebookings account for substantial workload as they must be done under specific time constraints and the number that come in on a day-to-day basis is unpredictable.

General Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Station Investigation Teams	42	56	+14	7	10	+3
Lieutenant (A - J)	5	5	0			
Sergeant (A - J)	35	49	+14			
Officer (A - J)	2	2	0			
Police Services Aide (PSA)				7	10	+3

Staffing Methodologies by Position

- There are five SIT Lieutenants that each serve as the Officer in Charge (OIC) for two District Stations. Due to the unique responsibilities of these positions, staffing is determined using the non-scaling methodology.
- Staffing for the Sergeant Investigator position that investigates cases for their respective District Station is determined using a workload-based methodology based on 6,629 cases citywide and 10.5 hours per case. While individual District-level caseload data is available, the Department may operationally wish to follow general allocation guidelines for consistency (e.g., larger District Stations have six Sergeant Investigators, and smaller have three to four) and to smooth small variations in caseload over time.
- The Officer positions serve as video retrieval officers for all of SIT. Given the unique responsibilities of this position, staffing is determined using the non-scaling methodology.

Night Investigations Unit

The Night Investigations Unit (NIU) is responsible for providing after-hours detective response to major crimes. NIU responds to active crime scenes and investigates cases that meet specific criteria or conducts preliminary investigative work before the case is assigned to another investigative unit for completion. NIU is responsible for initiating the investigative effort for after-hours crime scenes even if the case is subsequently assigned to another unit. In 2020, NIU's days and hours changed such that the unit is now considered active all day on Saturday and Sunday (previously the unit ran limited hours on weekends). More cases now occur within NIU's jurisdiction and this has increased caseloads for the unit. As noted above, the Department is currently exploring options for re-organizing structure and assignment amongst SIT and NIU.

NIU is overseen by a Lieutenant who serves as the Officer in Charge (OIC). Sergeant Investigators are responsible for conducting the unit's investigative work: assisting with cases throughout the night, triaging cases based on criteria, responding to crime scenes, interviewing witnesses and victims, coordinating with other Sergeants and Officers and Crime Scene Investigations (CSI), and collecting and reviewing video. These Investigators manage active crime scenes to provide oversight regarding the protocols and procedures that must be followed to initiate an investigative effort.

General Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Night Investigations	10	10	0	1	1	0
Lieutenant	1	1	0			
Sergeant	9	9	0			
Clerk				1	1	0

Staffing Methodologies by Position

- The Lieutenant position serves as the Officer in Charge (OIC) of Night Investigations. Given the unique supervisory duties of the position, staffing is determined using the non-scaling methodology.
- Sergeant Investigator staffing is determined using a workload-based methodology based on 167 cases, 38 hours per case, and a 35% "responding time" utilization factor to account for those investigations in which NIU initially responds to and manages the active crime scene and initial investigation before the case is subsequently assigned to another investigative unit based on case assignment criteria.

Special Investigations Division (SID)

The Special Investigations Division (SID) is responsible for a variety of unique investigative efforts and responsibilities that support regional initiatives, service internal and external stakeholders, and provide dignitary protection. SID has several specialized sub-units including Dignitary Protection, Hate Crimes, and Arson, as well as other sub-units that liaise with regional and national initiatives.

Special Investigations is overseen by a Lieutenant. The sub-units in the Special Investigations Division all serve unique functions, with assignments and unit size dictated by factors such as requests from City leadership, commitments to provide a dedicated level of interagency support, or Department policy or directive. Due to the specialized functions of units within the Special Investigations Division, staffing for these units is determined using the non-scaling methodology. Recommend staffing is provided below followed by a brief overview of the responsibilities of each sub-unit.

Special Investigations Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
Lieutenant	1	1	0			
Clerk				1	1	0
Designated Investigations	7	8	+1			
Sergeant	6	7	+1			
Officer	1	1	0			
Dignitary Protection	9	9	0			
Sergeant	2	2	0			
Officer	7	7	0			
Technical Services	8	8	0			
Sergeant	3	3	0			
Officer	5	5	0			
Arson Task Force	3	3	0			
Sergeant	3	3	0			
NCRIC	2	2	0			
Sergeant	1	1	0			
Officer	1	1	0			
US Marshall's Task Force	1	1	0			
Sergeant	1	1	0			
DIVISION TOTAL	31	32	+1	1	1	0

- Designated Investigations** investigates crimes and threats such as hate crimes, threats to elected officials, violent threats against schools and workplaces, public corruption, crimes against foreign dignitaries, confidential cases referred from Internal Affairs or Command Staff, threats against sworn Department members, and threats of mass shootings. In recent times, there has been a significant increase in the number of cases assigned to SID by Command Staff, and workplace shooting threats. Moreover, there has been an increase in hate crimes targeting specific groups such as the Asian American Pacific Islander (AAPI) community. These investigations have added additional workload to Designated Investigations and one additional Investigator is recommended to focus on investigating hate crimes specifically.

- ***Dignitary Protection*** serves as the liaison to the State Department, Capitol Police, Secret Service, and various Consulates, and provides physical security to dignitary officials, including the Mayor. This unit is also responsible for protest intel.
- ***Technical Services Unit*** assists other Investigative units such as Homicide, Robbery, Burglary and the Community Violence Reduction Team in locating suspects. Technical Services conducts physical surveillance and electronic surveillance (phones) to locate and arrest suspects. Unit personnel are experts on cell phone tracking regulations and laws and assist other investigators in writing warrants. The unit's workload is based on that of other units.
- ***Arson Task Force*** is responsible for investigating criminal fire-related incidents including explosions, major fire scenes, accidental fatalities during fires, and fires three-alarm and larger. Once the San Francisco Fire Department determines that a fire was intentionally set, Arson Task Force initiates an investigation.
- ***Northern California Regional Intelligence Center (NCRIC)*** liaises with the regional law enforcement intelligence group, providing information regarding threats to public safety. NCRIC serves as an information clearinghouse, disseminating information to multiple local agencies.
- ***US Marshall's Task Force*** consists of one Sergeant assigned to the US Marshall's that is responsible for locating and arresting fugitives all over the state. This position is also responsible for extradition of prisoners from other jurisdictions and physically works out of the Federal building with a team of US Marshall's.

Special Victims Unit

The Special Victims Unit (SVU) investigates various types of person crimes including sex assault, domestic violence, child abuse, elder abuse, and financial crimes. SVU follows the traditional investigative model in which Sergeant Investigators work assigned cases, without significant proactive time like some of the other units in the Bureau. SVU is overseen by one Captain and three Lieutenants and an administrative team that is responsible for various tasks related to case assignment and case tracking.

SVU staffing is down significantly due to retirements and assignment to other investigative units. The Project Team recommends additional staffing in SVU based on the caseload volume experienced by many of the sub-units. Recommended staffing for SVU is shown below followed by a description of each sub-unit.

Special Victims Unit						
	<i>SWORN</i>			<i>CIVILIAN</i>		
	Current	Recommended	Need	Current	Recommended	Need
Administration	8	8	0	4	4	0
DV, Child Abuse, Sex Assault	18	26	+8			
Financial Crimes	6	9	+3			
Elder Abuse	1	1	0			
Stalking	1	1	0			
Human Trafficking	3	3	0			
Missing Persons	2	2	0			
ICAC	3	6	+3			
290 Sex Offenders	3	3	0			
Cold Case	2	2	0			
UNIT TOTAL	47	61	+14	4	4	0

Given the size of the unit and the volume of various case types that are assigned to the unit, SVU has an administrative team that consists of both sworn and non-sworn personnel. The administrative team is responsible for assigning and tracking cases within the unit, video retrieval, payroll, external requests/inquiry, and special projects. Due to the unique responsibilities of the positions within the SVU administrative subunit, staffing is determined using the non-scaling methodology.

SVU sub-units consist of Sergeant Investigators who investigate cases in their respective area. Sub-units are designated as follows:

- One team of large team of Sergeants investigates Domestic Violence, Child Abuse, and Sex Assault.
- One team of Sergeants investigates Financial Crimes cases, which are time-consuming and are becoming increasingly complex given financial innovations (e.g., cryptocurrency).
- Two single Sergeant sub-units investigate Elder Abuse, designated as either physical or financial, and Stalking.
- Another team of Sergeants investigates Internet Crimes Against Children (ICAC).
- The remaining sub-units, each staffed with two to three Sergeants, investigate Human Trafficking, Missing Persons, Cold Cases, and Sex Offenders.

It should also be noted that SVU handles a significant number of rebookings for the Bureau. Over the period April – June 2021, SVU handled 21% of the Department’s rebookings (246 out of 1,350). Many of these cases are high liability and require quick turnaround, with close monitoring by the District Attorney’s Office.

Special Victims Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	8	8	0	4	4	0
Captain	1	1	0			
Lieutenant	3	3	0			
Sergeant	3	3	0			
Officer	1	1	0			
Clerk				2	2	0
Police Services Aide				2	2	0
DV, Child Abuse, Sex Assault	18	26	+8			
Sergeant	18	26	+8			
Financial Crimes	6	9	+3			
Sergeant	6	9	+3			
Elder Abuse	1	1	0			
Sergeant	1	1	0			
Stalking	1	1	0			
Sergeant	1	1	0			
Human Trafficking	3	3	0			
Sergeant	3	3	0			
Missing Persons	2	2	0			
Sergeant	2	2	0			
Internet Crimes (Children)	3	6	+3			
Sergeant	3	6	+3			
290 Sex Offenders	3	3	0			
Sergeant	3	3	0			
Cold Case	2	2	0			
Sergeant	2	2	0			
UNIT TOTAL	47	61	+14	4	4	0

Staffing Methodologies for Sergeant Investigators

The workload-based methodology is used to determine staffing for the Sergeants in Domestic Violence, Child Abuse, and Sex Assault (1,698, 240, and 607 cases, respectively); Financial Crimes (1,675 cases filed and 110 cases worked/rebooked); Elder Abuse (96 cases); Stalking (100 cases); Human Trafficking (221 cases); and ICAC (220 cases).

The non-scaling methodology is used to determine staffing for some Sergeant positions, given the unique nature of the work (e.g., there are no consistent workload metrics associated with cold case investigations). These sub-units include Missing Persons, Cold Cases, and 290 Sex Offenders.

Forensic Services Division

The Forensic Services Division includes the Crime Lab, Crime Scene Investigations, and the ID Unit (referred to as ID-ABIS). Forensic Services is overseen by a professional staff Director who reports directly to the Deputy Chief of the Investigations Bureau. The Crime Lab and the ID Unit are both staffed exclusively with professional staff members and are each overseen by a professional staff Manager. Crime Scene Investigations (CSI) is overseen by a Lieutenant and staffed predominantly with sworn members; this section includes a discussion of how the Department might initiate the process of civilianizing CSI in the future. Recommended staffing levels for the Forensic Services Division are shown below followed by a description of each unit.

Forensic Services Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration				1	1	0
Crime Lab				32	39	+7
Crime Scene Investigations	21	21	0	3	3	0
ID-ABIS				29	37	+8
DIVISION TOTAL	21	21	0	65	80	+15

Crime Lab

The Crime Lab is responsible for scientifically analyzing the nature, origin, and significance of physical evidence in criminal investigations. It is overseen by the Crime Lab Manager and organized into four subunits, with supervisors in each area: Forensic Biology/DNA, Firearms/Toolmark, Forensic Breath Alcohol/Chemical Analysis, and Quality Assurance/Gun Shot Residue. A significant change that will impact Crime Lab workload is the planned reopening of the Chemical Analysis unit within Forensic Breath Alcohol, which will require hiring and training new Criminalists as well as validating new equipment.

The Forensic Biology/DNA Unit is responsible for examining evidence for the presence of biological materials such as blood, semen, and saliva. The Unit performs DNA analysis on biological materials and reference samples, issues reports, and testifies to findings when needed. The Unit is led by a DNA Technical Lead Manager, which is required to maintain the lab's accreditation. The Criminalist III position predominantly supervises Criminalist IIs, who perform most of the DNA analysis investigations. The Unit uses a batch method to process significantly more samples and has a low backlog.

The Firearms and Toolmark Unit is responsible for microscopically comparing shell casings, bullets and toolmarks to verify their origination to a source; restoring obliterated serial numbers; determining the distance from which a gun was fired; and issuing reports and testifying as needed. When eligible, shell casings are entered into the National Integrated Ballistic Information Network (NIBIN) database for searching across agencies, which is performed by the NIBIN technical Examiners. The Unit is staffed with a supervising Criminalist III, Criminalist II positions that perform the casework, and two Examiners.

The Forensic Breath Alcohol/Chemical Analysis Unit maintains breath alcohol instruments, provides training to officers on instruments, and testifies to intoxication levels in court. The Forensic Breath Alcohol Unit has planned to bring the chemical analysis service back which will require additional staffing. The work is currently outsourced to Alameda County. In order to be fully operational, validate instruments, and conduct the work currently outsourced, it is estimated that the Unit would need an additional five Criminalist II positions and one additional Criminalist III supervisor. Going forward, the Project Team recommends that the Chemical Analysis Unit capture data on chemical analysis cases, validating and maintaining instruments, and training provision.

Quality Assurance/Gun Shot Residue is performed by one Criminalist who divides their time between the different sub-units, and supervises a lab technician who also performs duties across all sub-unit disciplines. Quality Assurance is responsible for ensuring compliance during audits for lab accreditation.

Crime Lab						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Crime Lab - DNA				19	20	+1
Manager V				1	1	0
Manager IV				1	1	0
Criminalist Supervisor				3	3	0
Criminalist				13	14	+1
Clerk				1	1	0
Crime Lab - Firearms				8	8	0
Criminalist Supervisor				1	1	0
Criminalist				5	5	0
Forensic Latent Examiner				2	2	0
Crime Lab - Forensic Alcohol				3	9	+6
Criminalist Supervisor				1	2	+1
Criminalist				2	7	+5
Crime Lab - Quality				2	2	0
Criminalist Supervisor				1	1	0
Laboratory Technician				1	1	0
UNIT TOTAL	0	0	0	32	39	+7

Staffing Methodologies by Position

The sub-units in the Crime Lab are all organized in a similar structure, with the same classifications performing similar job duties across all sub-units, each with a specific focus based on the specialized nature of the respective unit. Therefore, the methodologies utilized to determine recommended staffing levels are relevant at the classification level.

- Any Manager-level positions are determined using a non-scaling methodology due to their unique responsibilities. For example, the Forensic Biology/DNA Unit is overseen by a DNA Technical Lead Manager, a position that is required in the unit to maintain the lab's accreditation.
- All sub-units include Criminalist III positions that are responsible for some casework (e.g., DNA analysis investigations), but the predominant responsibility of these positions is to directly supervise Criminalist IIs in casework and other unit activities. Therefore, Criminalist III staffing is primarily determined using a ratio-based methodology using a span of control of 1:6. Few

Criminalist III positions use the non-scaling methodology based on specialized job duties that do not include supervision.

- Criminalist II positions are responsible for performing the casework relevant to the specific unit. For example, in Forensic Biology/DNA, cases are DNA analysis investigations; in Firearms and Toolmark, cases are firearms investigations. Therefore, Criminalist II staffing in each unit is determined using a workload-based methodology based on the number of investigations and the time per investigation.
- Some positions serve unique roles for their respective sub-units and therefore staffing is determined using the non-scaling methodology, including:
 - Examiners in the Firearm and Toolmark Unit, who are responsible for input and Department maintenance of NIBIN
 - Criminalist II staffing in the newly added Chemical Analysis section of Forensic Breath Alcohol
 - The two positions that provide Quality Assurance and Gun Shot Residue services and comprise that unit

Crime Scene Investigations (CSI)

Crime Scene Investigations (CSI) is responsible for supporting and responding to requests for any special forensic process needs, including fingerprints, DNA and digital evidence collections, and examinations. CSI also responds to crime scenes for evidence processing. CSI includes the Media Evidence Unit (MEU), a Photo Lab, a Forensic Artist, and SFPD members staffed at the Silicon Valley Regional Computer Forensics Laboratory (SVRCFL). There are four CSI teams organized across two day shifts and two night shifts, with five members on each shift. The whole unit is scheduled to move in to the new SFPD crime facility, along with the Crime Lab units, in early 2022. CSIU anticipates that there will be significant benefits to co-location in terms of internal communications and processes.

CSI staffing levels have declined in recent years due to retirement, transfer, and promotion. CSI is currently comprised of predominantly sworn members and has vacancies for specific professional staff positions, but has not hired personnel to fill these positions due to the 2020 hiring freeze. For example, CSI anticipated hiring a civilian fingerprinting technician to take these duties from an Officer who is currently performing fingerprinting tasks but was unable to hire the technician during the hiring freeze.

Recommendation: The Project Team recommends that the Department initiate the process of civilianizing CSI, while recognizing that this change will take significant time and that current staffing must remain as-is during the initial stages in order to maintain service levels and accreditation. Police Executive Research Forum (PERF) made a similar recommendation in its 2008 report. One critical consideration is that it is likely that new professional staff classification(s) will need to be created in order to ensure that the unit is staffed with well-trained civilian specialists. This process is possible but not timely. The Department should explore civilianization options for the unit while maintaining current staffing to provide continuity of operations and service. As the staffing analysis is conducted on a bi-annual basis, this long-term civilianization process is recommended yet staffing remains as-is in this assessment to maintain accreditation.

Crime Scene Investigations (CSI)						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Crime Scene Investigations	17	17	0	1	1	0
Lieutenant	1	1	0			
Sergeant	5	5	0			
Officer	11	11	0			
Clerk				1	1	0
CSI - Media Evidence	2	2	0			
Sergeant	1	1	0			
Officer	1	1	0			
CSI - SVRCFL	2	2	0			
Sergeant	1	1	0			
Officer	1	1	0			
CSI - Photo Lab				1	1	0
Photographer				1	1	0
CSI - Forensic Artist				1	1	0
Graphic Artist				1	1	0
UNIT TOTAL	21	21	0	3	3	0

Staffing Methodologies

Staffing for all sub-units in CSI is determined using the non-scaling methodology; this sections details the unique duties and responsibilities of each sub-unit. The Project Team has used current staffing as a baseline with the recommendation for a significant shift in sworn versus non-sworn personnel ahead.

Generally, sworn members in CSIU are serving in the forensic examiner capacity, providing technical expertise in video, computer and cellphone evidence. Though there may be specific instances in which sworn expertise and jurisdiction is necessary (e.g., going out on search warrants), the Department should explore the possibility of creating or utilizing civilian classifications that are authorized and trained to conduct forensic examination. CSI is operating with minimum staffing currently and this may be an opportunity to hire civilian classifications that already exist to supplement operational need now and to create additional civilian classifications to civilianize the unit in the long-term. Additionally, the Project Team recommends that workload metrics be tracked and utilized to determine staffing in future analyses.

The Media Evidence Unit (MEU) is responsible for collecting, documenting, examining, analyzing, clarifying, and archiving forensic media (video and audio) evidence. The unit provides technical support to the Department in cell phone, video, sketch, and photography mediums. MEU interfaces with the various video retrieval positions throughout the Investigations Bureau, providing support in casework, archived evidence, and equipment. With CSIU's move to the new crime lab, all CSIU video technicians will be co-located, and the Department should explore whether or not this presents an opportunity to consolidate video retrieval more generally to serve the Bureau in a centralized unit.

MEU consists of a supervising Sergeant and three Officers, each of whom has their own area of expertise (video, computer, cellphone), as well as a Forensic Artist and a Photographer. Most critically, the unit has a resource need in cellphone examiner positions due to technological advancements and cultural shifts. Cellphones are more resource intensive than computers to examine.

The Photographer performs all Photo Lab functions, including taking and processing photos of Academy graduations and other Department events and processing and archiving photos of news conferences, court cases, and homicide investigations. The Photographer also answers questions related to camera usage from investigators, maintains camera equipment, and manages the CSIU photo storage system in Crime Data Warehouse.

The Forensic Artist performs all forensic duties for the Department including creating freehand art sketches of victims and witnesses using composite art sketches as investigative tools to aid in the identification, apprehension and/or elimination of suspects, victims, and witnesses; altering or modifying likenesses to aid in the identification of victims, witnesses, or suspects; creating three-dimensional reconstruction (sculptures) from physical data of decomposed or partially decomposed human remains for the purposes of forensic identification; and conducting interviews with crime victims and witnesses to create freehand drawings or sculptures of criminal suspects.

The Regional Digital Crime Lab – Silicon Valley Regional Computer Forensics Laboratory (SVRCFL) is a regional, multi-agency laboratory and as such, workload measures for individual positions are not attributable to independent agencies.

ID-ABIS

ID-ABIS conducts identification procedures (“ID”) and operates Automated Biometric Identification Systems (“ABIS”). The primary responsibilities of ID-ABIS (also referred to as the ID Unit) are to conduct fingerprinting for the City and County of San Francisco, identify criminal suspects, identify applications, and verify records and criminal history. The ID Unit services the entire City on a 24/7 basis. In 2015, Records Management moved from the Hall of Justice to the Public Safety Building (Police Headquarters), and subsequently the work of verifying and editing criminal history was transitioned from Records to the ID Unit. As dictated by the Department of Justice, this work includes processing bookings and restraining orders. In this transition of work, the ID Unit grew from only including Fingerprinting Technicians to also including Clerks, who are responsible for processing restraining orders.

Given these changes and the fact that ID Unit staffing has steadily declined due to retirements and transfers, the Project Team recommends some additional staffing in the ID Bureau. Moreover, the ID Unit has a digitization case backlog and the statewide policy changes such as the September 2020 expansion of the sex offender law is anticipated to increase applications. Over the last year, the Department has made an effort to transfer relevant positions into the ID Unit after significant staffing declines.

ID-ABIS						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
ID-ABIS						
Manager V				1	1	0
Manager I				1	1	0
Forensic Latent Exam. Supervisor				0	1	+1
Forensic Latent Examiner				0	4	+4
Fingerprint Technician Supervisor				2	3	+1
Fingerprint Technician				12	14	+2
Clerk				12	12	0
IS Engineer				1	1	0
UNIT TOTAL	0	0	0	29	37	+8

Staffing Methodologies by Position

- The ID Bureau has one Manager and one supervising Fingerprint Technician Manager. Given the specialized supervisory nature of these positions, staffing is determined using the non-scaling methodology.
- Recommended staffing for Fingerprinting Technician Supervisors is determined using a ratio-based methodology using 1:7 span of control. Fingerprinting Technician Supervisors do perform fingerprinting work but serve as the supervisor on each shift.
- Recommended staffing for Fingerprinting Technicians is determined using a workload-based methodology based on the total number of cases of fingerprints processed, including applicants, adult criminal suspects, juvenile criminal suspects, registrants, adult citations, and deceased subjects for the Medical Examiner.
- Recommended staffing for Clerks in the ID Bureau is determined using a workload-based methodology based on the number of misdemeanor citations entered and updated in the content management system. Clerks work different shifts to ensure coverage.
- Recommended staffing for the Latent Examiner Supervisors and Latent Examiners is determined using a non-scaling methodology based on data availability. This is a new position for the ID Bureau whose hiring process began just prior to the 2020 hiring freeze. These positions perform fingerprint examination and classification of prints and impressions, and in the future, it may be possible to quantify workload. These positions are already included in the Department’s budget.
- The IS Engineer position is funded through a federal Automated Fingerprinting Identification Systems (AFIS) program. Recommended staffing for the IS Engineer is determined using the non-scaling methodology based on the unique duties of the position, which include maintaining the Department’s automated biometric identification systems.

Crime Strategies Division

The Crime Strategies Division (CSD) supports the Operations branch of the Department and provides crime analysis and conclusive intelligence to the Field Operations, Investigations, and Special Operations Bureaus; and provides strategic analysis and intelligence to other agencies (e.g., Naval Criminal Investigative Service) and community-based organizations (CBOs). CSD is both strategic and analytical in nature, promoting data-driven policing by providing crime analysis and actionable summaries and insight for tactical and operational efforts, and by providing insight and analysis for strategic initiatives and community collaboration.

Prior to 2018, the unit was called Crime Analysis and strictly supported the Investigations Bureau, providing case support and data analysis, and had little interface with the 10 District Stations. In 2019, the unit became the Crime Strategies Division and adopted a broader scope of duties, including case support, operational data analysis, and strategic analysis through a multitude of platforms and programs.

On the strategic side, CSD Analysts are responsible for running and preparing for Crime Strategies meetings every other week; preparing weekly reports such as the Shooting Log and the Gun Violence Report to support community initiatives; fulfilling requests for conclusive intelligence and crime analysis and summaries for the Board of Supervisors, Police Commission, and Command Staff; and preparing reports and crime analysis data for community initiatives. Recurring weekly reports such as the Shooting Log and the weekly Shooting Report require significant time and resources. The strategic scope of CSD also has a strong community component: community members are actively engaged with the data and analysis received from CSD, and are often interested in looking at the data along different crosstabs such as age, demographic group, and specific communities (e.g., AAPI). CSD assists CBOs in formulating strategies based on data and intelligence, and is engaged in special projects such as a community violence prevention joint partnership and gun violence program under the Mayor's Office and other grant-funded initiatives.

CSD also performs significant tactical and operational analyses, including case support. For example, CSD receives interagency requests from organizations like the Naval Criminal Investigative Service that require extensive reporting beyond providing crime stats; the prepared reports serve as conclusive intelligence and include temporal and spatial analysis, trends, summaries, and actionable strategy. On the case support side, CSD defines work in terms of an operation ("op"), and an op consists of cases linked to multiple individuals (e.g., organized retail theft). From 2018 to mid-summer 2021, there were five major ops that were 6-8 months-long projects. In 2020, the unit received 81 requests on the strategic side, aside from cases and ops. Through 2021 mid-summer, the unit received 31 requests for strategic support, and 11 requests for case support. Tactical analyses are on a case by case basis.

Case support requires a specialized skillset so that Analysts can testify in court. Some of this specialized skillset is gained officially through trainings on specific areas such as forensics and some expertise is gained through on the job training. One major challenge is that there is currently no clear separation between tactical, operational and strategic analyses within the unit, in terms of both skillset and the

nature of the reporting. This is due primarily to limited staffing: CSD does not have the bandwidth to devote Analysts specifically to certain focuses within CSD.

On the project side, some of these major ops are ongoing, others are ad hoc and urgent, and still others are scheduled and recurring (e.g., three Analysts work on the Shooting Log, due every Monday, that supports the Mayor's gun violence initiative). Given the volume and sequencing of work product expected from CSD, the unit is often overwhelmed with competing deadlines. On the personnel side, subject matter experts (SMEs) who are able to testify in court have a specialized skillset that supports the Department in a unique way. However, due to certified analyst staffing, CSD is providing limited support to the Investigations Bureau at this time.

Recommendations

- **The Department should explore splitting Crime Strategies Division into two separate units, one devoted to strategic analyses, and the other specifically focused on tactical and/or operational analyses and case support.** Given the different workflows for these separate types of projects, and the different skillsets required (e.g., certifications and case/court knowledge), this shift may enable the units to support the Department more efficiently. Additionally, projects can be planned versus unplanned, and may often have competing deadlines (e.g., providing case support based on court date). Moreover, the Investigations Bureau has somewhat limited and inconsistent analytical support currently. The Project Team learned during interviews that some investigative units rely on PSAs for analysis, while others interface with Crime Strategies when possible; developing and centralizing analytical support for Operations (Investigations, Field Operations, Special Operations) may ensure that all investigative units and the District Stations are able to access analytical information consistently and timely.
- **The Department should determine how to bring more Crime Analysts who are certified to testify in court into CSD.** This may require creating a new classification, a Crime Analyst, or at the very least, maintaining and developing positions in the City's 1820 series, but ensuring that the sub-unit is structured such that there is room for advancement. If an Analyst comes into the unit and subsequently seeks additional training (official and on the job) to gain certification, they must be compensated and given promotional opportunity given their newly acquired responsibility and skillset. Moreover, there may be potential for certified Analysts to testify instead of sworn members, enabling professional staff to undertake traditionally sworn duties and allowing sworn members to use their expertise elsewhere. This is beyond the scope of this analysis, but something that the Department should consider in the future.

Despite increased responsibilities, CSD staffing has decreased over the last few years. At the end of 2019, the unit analysis team was two Principal Administrative Analysts and 10 Senior Administrative Analysts/Administrative Analysts; as of September 2021, unit staffing was two Principal Administrative Analysts and seven Senior Administrative Analysts/Administrative Analysts.

Crime Strategies Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
	3	1	(2)	10	31	21
Director				1	1	0
Principal Admin Analyst				2	2	0
Senior Admin Analyst				1	6	5
Admin Analyst				6	22	16
Officer	3	1	(2)			
DIVISION TOTAL	3	1	(2)	10	31	+21

Staffing Methodologies by Position

- CSD is overseen by a Director. Given the unique leadership duties of this position, staffing is determined using the **non-scaling methodology**.
- CSD has two Principal Administrative Analyst positions. One position manages and coordinates all aspects of the program, including training and managing the SharePoint platform; and coordinating with all Department units, District Supervisors, and Captains. This position also reviews all work product for the unit, and creates and goes over reports and presentations for Command Staff, the Mayor's Office, and the Board of Supervisors. This position also manages training at the Academy and manages the community-based violence prevention program. The other Principal Administrative Analyst position is devoted to grant writing. Given the unique duties of these positions, staffing is determined using the non-scaling methodology.
- CSD has Senior Administrative Analyst positions and Administrative Analyst positions. These Analyst positions are grouped together in determining staffing numbers, but the functions are delineated such that the Senior Administrative Analysts are responsible for supervising the Administrative Analysts in the tactical, operational, and strategic branches of the Division; and this classification also serves as the promotional classification for Administrative Analysts that become certified for court testimony, hence gaining additional SME skills. Administrative Analysts are the primary analytical classification for CSD. The International Association of Crime Analysts (IACA) recommends using a ratio of one Crime Analyst for every 70 officers in an organization to determine staffing. Staffing levels for Senior Administrative Analyst/Administrative Analyst positions were therefore determined using the ratio-based methodology of one crime analyst for every 70 sworn officers (citywide, excluding the Airport).
- The Officer position in the unit is assigned to the Violence Reduction Initiative under the Community Intervention Strategies program. Sworn personnel/expertise is needed for this particular assignment as it relates to building community trust and legitimacy of SFPD with the community. This position also looks at the data regarding gun violence and helps develop strategies as it relates to community intervention with decreasing gun violence in the hot spot areas. One sworn member is needed for this position. Staffing is determined using the non-scaling methodology.

Special Operations Bureau

Overview

The Special Operations Bureau (SOB) supports the other Bureaus and units in the Department by providing specialized expertise and equipment when operationally necessary. Examples of this support include the Special Weapons and Tactics (SWAT) Team safely arresting a barricaded suspect, the Bomb Squad checking out a suspicious package, the Marine Unit rescuing a person from the Bay, the Traffic Company monitoring driving behavior in school zones, or the Homeland Security Unit planning for the safety of a large parade.

Recommended Staffing

Through extensive interviews and quantitative data analysis, the Project Team identified specialized sworn staffing need in the Bureau's Traffic and Tactical Divisions. The Project Team also identified areas where the Department could initiate civilianization efforts in the Department Operations Center (DOC) within the Homeland Security Division.

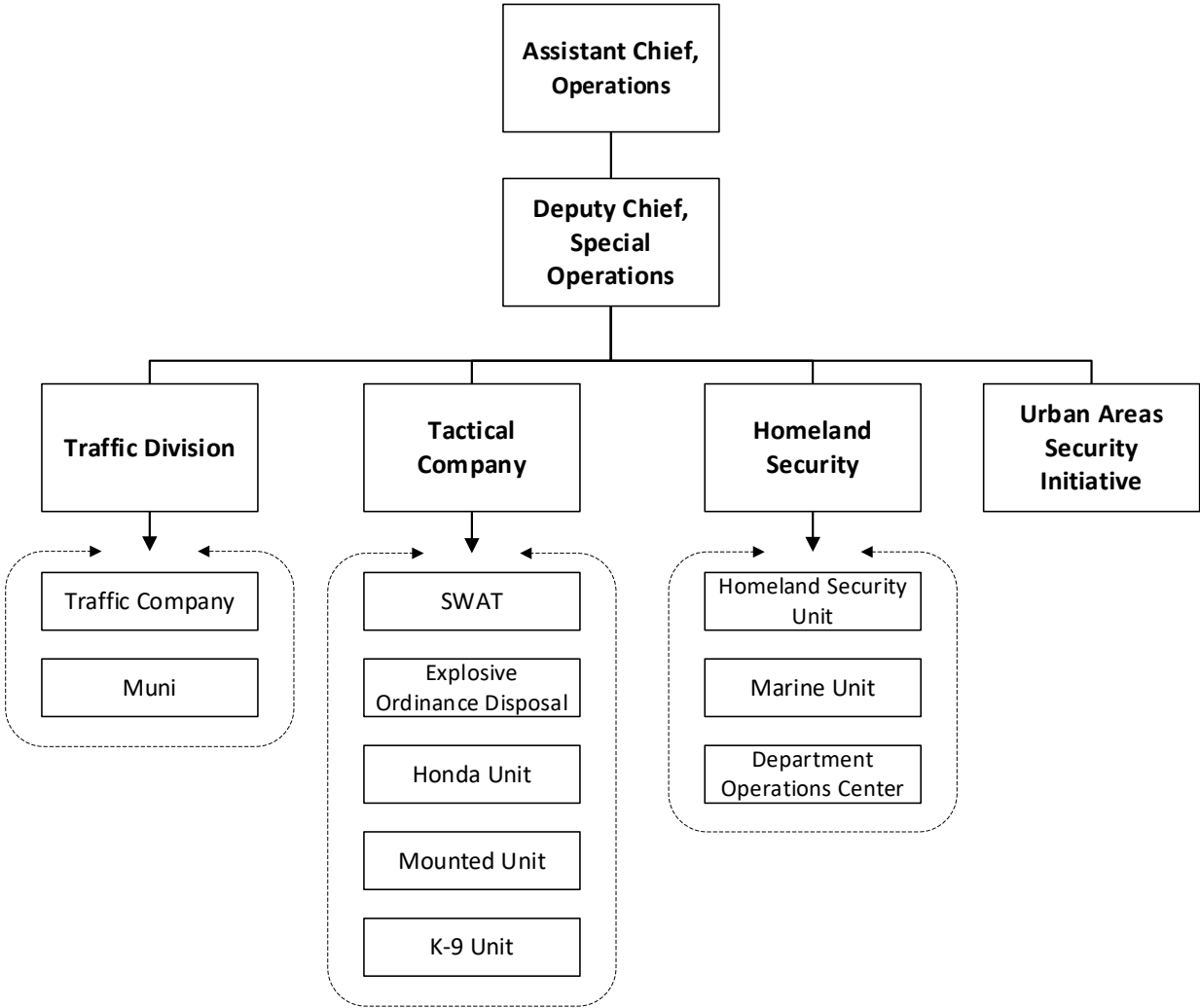
Recommended staffing for the Special Operations Bureau is shown below.

Special Operations Bureau						
Division or Unit	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Special Operations - Admin	1	1	0	1	1	0
Traffic Division	60	88	+28	5	6	+1
Tactical Division	61	79	+18	6	7	+1
Homeland Security Division	27	29	+2	10	9	(1)
Urban Areas Security Initiative	2	2	0	1	1	0
BUREAU TOTAL	151	199	+48	23	24	+1

Organizational Chart



Special Operations Bureau



Methodologies Used to Determine Staffing

Workload-based Methodology

The Project Team used a workload-based methodology to determine staffing levels for specific units in the Special Operations Bureau, based on unit workload metrics and available data. Examples include:

- **Traffic Enforcement:** The number of traffic violations, and the amount of time it takes to process each violation, serve as the workload metrics for this unit. These metrics, in addition to an assessment of operational need regarding dignitary escort and the team-based structure of the unit, serve the basis for staffing determination.
- **Traffic Collision Investigations Unit (TCIU):** TCIU functions as a traditional investigative unit that conducts workups on assigned cases. The number of assigned cases, and the average number of hours required to conduct a workup for each case, serve as the workload metrics for this unit.

Fixed-post Methodology and Operational Analyses

The Project Team used a fixed-post framework coupled with an assessment of operational needs to determine staffing levels for units such as the Special Weapons and Tactics (SWAT) Team in the Tactical Division. In the specific context of SOB staffing, the term “fixed-post” does not necessarily reflect an actual posted area of assignment, but rather the essential coverage needed for an assignment. In order to provide full coverage across all days every week, the SWAT Team must be staffed with four teams. Operationally, each team should be staffed with one Sergeant and seven Officers to remain within industry standards for span of control (1:7) and to fulfill the operational needs of the Department.

Ratio-based Methodology

As in other Bureaus, staffing levels for many supervisory positions in the Special Operations Bureau are determined using industry standard span of control metrics.

Non-scaling Methodology and Grant Funded Positions

The Project Team used the non-scaling methodology to determine staffing levels for positions that provide the Department with unique functions, and particularly in the Special Operations Bureau, specialized expertise. Moreover, the Special Operations Bureau has a number of positions that are funded and staffed through grant agreements. Examples of these grant-funded positions include:

- **Muni Task Force (MTF):** These positions are funded via two-year grants with the San Francisco Municipal Transportation Agency (SFMTA).
- **Homeland Security/Urban Areas Security Initiative (UASI):** These units have positions that are grant-funded through various regional and national programs.

Additional methodological detail is provided in each Division and unit section.

Recommended Staffing by Division and Unit

SOB – Administration

The Special Operations Bureau is overseen by a Deputy Chief that reports directly to the Assistant Chief of Operations. The Deputy Chief is supported by an Executive Secretary. Both positions are unique and are not scalable to any workload measures.

Special Operations - Administration						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
Deputy Chief	1	1	0			
Executive Secretary				1	1	0

Traffic Division

The objectives of the Department’s Municipal Transportation Agency (MTA) Traffic Division (referred to hereafter as the “Traffic Division” so as not to confuse with the City agency SFMTA) is to increase safety for all pedestrians, cyclists, and motorists who use the City’s streets. Education and various enforcement strategies are deployed throughout San Francisco to ensure safe driving practices. Other responsibilities include responding to major traffic collisions, coordinating special events (e.g., motorcades), and responding to stunt driving incidents.

Traffic Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	4	5	+1	5	5	0
Traffic Enforcement	32	50	+18			
Commercial Vehicle	2	2	0			
Stunt Driving Response	2	2	0			
Traffic Collision Investigations	7	10	+3	0	1	+1
Muni Enforcement	1	1	0			
Muni Response Team (MRT)	5	5	0			
Muni Task Force (MTF)	2	8	+6			
MTA K9 Team	5	5	0			
DIVISION TOTAL	60	88	+28	5	6	+1

Traffic Division and Traffic Company – Administration

The Traffic Division operates under the direction of a Commander who is supported by a Clerk who also serves as the Secretary for the Collision Board of Review, a group of various members within the Department who come together to review cases to determine disciplinary action regarding member-involved collisions. Leadership and administrative support positions for the Traffic Division are unique and not scalable to any workload metrics.

The Traffic Company is organized within the Traffic Division and works collaboratively with other personnel in the Department to review collision data and employ strategies to increase traffic safety for pedestrians, cyclists, and motorists. The Traffic Company includes Traffic Enforcement, Commercial Vehicle Unit, Stunt Driving Response Unit, and Traffic Collision Investigations Unit (TCIU). The Traffic Company is overseen by a Captain who receives administrative and analytical support from one Clerk and one Analyst. There are no workload measures directly related to these positions, so they are considered non-scalable for the purpose of this assessment.

The Traffic Company is also responsible for managing the Hall of Justice’s STOP Window, the tow release window where members of the public come to claim their towed vehicles. Currently there are two Police Services Aides (PSAs) assigned to the STOP Window who receive support from one sworn member who is primarily assigned to the Commercial Vehicle Unit. The STOP Window requires the addition of one Sergeant to supervise the public-facing window, to investigate tow hearings with appropriate law enforcement training, and to ensure proper handling of City funds and vouchers. This position requires supervisory jurisdiction and law enforcement expertise and is a Vehicle Code requirement.

The Traffic Company also has two Officers assigned to Red Light Enforcement and driving under the influence (DUI) misdemeanor rebookings. There are no workload measures associated with these positions, so they are classified as non-scalable for this assessment. The Project Team recommends implementing an analyzable tracking system for Red Light violations and misdemeanor DUI rebookings in order to utilize a workload-based methodology to assess staffing in future analyses.

Traffic Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	4	5	+1	5	5	0
Commander	1	1	0			
Captain	1	1	0			
Sergeant	0	1	+1			
Officer	2	2	0			
PSA				2	2	0
Clerk				2	2	0
Analyst				1	1	0

Traffic Company – Traffic Enforcement

The Traffic Enforcement unit collects data and implements traffic enforcement for all ten District Stations. Based on data collected, police officers are assigned to specific areas to conduct proactive traffic enforcement with the primary objective of reducing the occurrence of fatal and major injury vehicular collisions. Areas of enforcement are determined via a multi-departmental data analysis project that identifies high injury corridors and by instances of citizen complaints. In addition to traffic enforcement, the unit provides additional support to the District Stations by saturating specific areas to increase visibility and deter crime.

The City and County of San Francisco adopted the Vision Zero policy in 2014, committing to build better and safer streets, educate the public on traffic safety, enforce traffic laws, and adopt policy changes that save lives. One strategic goal of Vision Zero is to create a culture that prioritizes traffic safety and to ensure that mistakes on the roadways do not result in serious injury or death. The Vision Zero initiative aims to eliminate all traffic-related fatalities and reduce severe and fatal injury to pedestrians, motorists, and cyclists by 2024. To facilitate San Francisco’s “Vision Zero,” proactive efforts are dedicated to enforcing traffic laws. Using multi-year collision data, the Traffic Company focuses on enforcing the five violations that are the primary collision factors in most fatal collisions (e.g., speeding, illegal right turns, etc.). Fifty percent of traffic citations issued by the Traffic Company are related to violations identified by Vision Zero.

The Traffic Enforcement unit is also assigned to all escort details involving dignitaries, parades, demonstrations, and funerals. Dignitary escorts for heads of states, including the President of the United States, require a large number of sworn personnel for safe execution. A safe number of motorcycle officers, referred to internally as “Solos”, for a presidential escort is 50. The Solos also get requests from the Field Operations Bureau and District Stations to assist with traffic for events, demonstrations, marches, and parades. For many large events that span multiple districts, Traffic Company will plan and execute the event planning, deployment, and facilitation. Solos are also used as the primary units for incidents of stunt driving.

The Project Team employed a workload-based methodology based on the number of traffic violations issued in combination with an operational assessment based on escort staffing and Traffic Enforcement’s team-based deployment strategy to determine recommended staffing for Officers in the unit. Based on 2019 traffic violation data that includes 42,971 citations issued by SFPD, and operational need for escorts and deployed teams, the Project Team recommends additional Officers for the Traffic Enforcement Unit. For appropriate supervision across days and shifts, the Project Team recommends additional Sergeants using the ratio-based span of control methodology.

Traffic Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Traffic Enforcement	32	50	+18	0	0	0
Lieutenant	3	4	+1			
Sergeant	2	6	+4			
Officer	27	40	+13			

Traffic Company – Commercial Vehicle Unit (CVU)

The Commercial Vehicle Unit (CVU) is responsible for enforcing commercial vehicle laws throughout the City and investigates commercial vehicle collisions resulting in death or serious bodily injury. The unit also reviews hit and runs, performs vehicle inspections, and collaborates with outside agencies on related commercial vehicle issues. Unit members also handle forensic reconstruction on serious collisions as well as most officer-involved shootings (OIS) and assists other investigative units with reconstructing crime scenes. The unit also serves as the Department’s subject matter experts for traffic-related Department General Orders (DGOs) and Department Notices (DNs).

Conducting commercial vehicle enforcement has been difficult due to lack of staffing and other responsibilities. CVU is currently staffed with one Sergeant and one Officer and both positions are on-call 24/7. Currently there are no tracked workload measures so these positions are considered non-scalable for this assessment.

Traffic Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Commercial Vehicle	2	2	0	0	0	0
Sergeant	1	1	0			
Officer	1	1	0			

Traffic Company – Stunt Driving Response Unit (SDRU)

The Stunt Driving Response Unit was established in 2020 to address the increasing number of informal demonstrations of automotive stunts in San Francisco. Stunt driving occurs when vehicles and/or pedestrian spectators block intersections to perform vehicle maneuvers such as donuts, figure eights, and ghost driving while crowds gather to watch. SDRU is responsible for the Department’s response to stunt driving events which have become far more frequent and gained a great deal of media attention over the last year. When necessary, the unit pulls personnel and resources from multiple District Stations when such events occur. Other unit responsibilities include investigating incidents related to street racing, reckless driving, and evasion.

SDRU is currently staffed with two Lieutenants (primarily assigned to Traffic Enforcement to oversee Solos, so not represented below) and two fully dedicated Sergeants. There are currently no workload measures directly related to these positions and they are considered non-scalable for this assessment.

Traffic Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Stunt Driving Response	2	2	0	0	0	0
Sergeant	2	2	0			

Traffic Company – Traffic Collision Investigations Unit (TCIU)

The Traffic Collision Investigations Unit (TCIU) is responsible for investigating vehicle collisions resulting in death or serious injury. The unit also focuses on high-profile collisions and conducts review for hit and run incidents. As part of a September 2021 Department-wide restructuring, TCIU is now under the command of the Deputy Chief of the Special Operations Bureau. TCIU was moved from the Investigations Bureau to SOB to improve communication and solvability and to pool resources.

The unit is currently staffed with one Lieutenant, five Sergeants, and one Officer who is responsible for conducting all video retrieval duties for the unit. The unit also receives support from one Police Services Aide (PSA) assigned to the Investigations Bureau. The Project Team recommends transferring the PSA currently assigned to the Investigations Bureau to the Special Operations Bureau under TCIU, which is reflected in the table below and in the relevant Investigations Bureau section. The Lieutenant serves as the Officer in Charge (OIC) of the unit and the Officer and PSA both provide unique support functions; these positions are classified as non-scalable for this purpose of this assessment.

On average, each Sergeant is assigned a minimum of five collision reports to investigate every week which involves reviewing and gathering information for rebooking cases. The Project Team used a workload-based methodology to determine the recommended number of Sergeants needed to adequately staff the unit; TCIU functions as an investigative unit and so recommended staffing is determined using the number of cases and the amount of time it takes to work each case. In 2019, there were 266 cases assigned, each taking approximately 48 hours to complete (including case workup and rebooking). Based on these measures, TCIU needs three additional Sergeants to handle the unit's caseload.

Traffic Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Traffic Coll. Investigations	7	10	+3	0	1	+1
Lieutenant	1	1	0			
Sergeant	5	8	+3			
Officer	1	1	0			
Police Services Aide (PSA)				0	1	+1

Muni Enforcement

Muni Enforcement is overseen by one Lieutenant who manages the Muni Response Team (MRT), the Muni Task Force (MTF), and the MTA K-9 Unit. All units operate in close coordination with the San Francisco Municipal Transportation Agency’s (SFMTA) Security, Investigations, and Enforcement Section. The SFMTA directly funds personnel assigned to SFPD’s Muni Enforcement Division via Work Order budget agreements. There are two types of work orders between SFPD’s Muni Enforcement and SFMTA: Operational-Funded Work Orders and Grant-Funded Work Orders. Operational Work Orders are fee-based agreements where SFPD is paid – meaning, positions are funded – following services rendered. Grant-Funded Work Orders are agreements where SFPD makes an upfront commitment to provide specific services via funded positions; funds for positions that are not actually staffed may ultimately be paid back to SFMTA. Although the Muni Enforcement Team is funded by SFMTA, staffing has been limited due staffing shortages throughout the Department. The Lieutenant position is a leadership position and therefore it is considered non-scalable for this assessment. Recommended staffing for the remaining positions in Muni Enforcement is shown in this section.

Traffic Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Muni Enforcement	1	1	0	0	0	0
Lieutenant	1	1	0			

Muni Response Team (MRT)

The Muni Response Team (MRT) provides a uniformed presence in the transit system and assists with transit enforcement and special events. The unit is currently staffed with one Sergeant and four Officers who primarily focus on enforcement in the downtown corridor and along Market Street, but are also frequently deployed throughout the City based on areas of increased ridership. Uniformed presence is used to deter crime by conducting high visibility patrol. MRT is responsible for writing initial investigation reports for incidents that occur on SFMTA property (e.g., metro stations and yards) and officers in the unit work closely with Muni agents to assist in Muni investigations.

During special events, Muni Enforcement writes operational orders for officer deployment on SFMTA public transit; MRT officers assigned to these operations aim to protect life and property, maintain law and order, facilitate the flow of traffic if needed, and provide a highly visible uniformed presence to deter any potential acts of terrorism within the SFMTA transit system.

The Officer positions within the Muni Response Team are funded through an Operational Work Order in which SFMTA pays for services rendered by SFPD. This is the main driving “metric” for staffing and deployment. Additionally, Matrix Consulting Group previously identified a ratio-based methodology based on officers per ridership figure as a relevant staffing metric for MRT. In this staffing analysis, the Project Team uses a ratio based on daily ridership in the transit system to determine recommended staffing

levels. In 2019, the average weekday ridership was estimated at 700,000⁵, and the table below shows the various ratios that can be utilized based on the sworn officer-to-ridership ratio desired.

SFMTA - MRT Sworn Staffing Analysis	
Daily Ridership Ratio	# of Sworn Staff
1:175k	4
1:150k	5
1:125k	6
1:100k	7

The Project Team recommends maintaining current staffing levels based the existing SFMTA Work Order and an officer-to-ridership ratio of 1:175,000. This level can be changed based on Department priorities and staffing availability, citywide initiatives, and changes in SFMTA ridership figures.

Traffic Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Muni Response Team (MRT)	5	5	0	0	0	0
Sergeant	1	1	0			
Officer	4	4	0			

Muni Task Force (MTF)

The Muni Task Force (MTF) is the plainclothes investigative unit that specifically addresses criminal activity in the transit system through proactive and reactive investigative efforts. MTF focuses on investigations regarding Muni-related incidents, yet also works closely with other units in the Investigations Bureau and at the District Stations. On average, MTF has approximately 19 to 30 active cases, each taking roughly two to four weeks to close.

Positions within MTF are paid through a Grant-Funded Work Order with SFMTA. In prior years, Muni Task Force included one Sergeant and seven Officers; however, due to shifting priorities and SFPD resource availability, MTF staffing has been significantly reduced. One Sergeant and one Officer are currently assigned to MTF and grant funds have been repurposed for overtime to support the Muni Task Force. The Project Team recommends the addition of six grant-funded Officers to staff the Muni Task Force with a team of one Sergeant and seven Officers per the level specified in the Grant-Funded Work Order.

Traffic Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Muni Task Force (MTF)	2	8	+6	0	0	0
Sergeant	1	1	0			
Officer	1	7	+6			

⁵ Per published SFMTA ridership numbers available here: <https://www.sfmta.com/reports/muni-ridership>

MTA K-9 Unit

The MTA K-9 Unit is the explosive threat assessment and detection resource that serves the City's transit system. Canine handlers with their canine partners trained in explosive detection patrol the Muni transit environment, conducting spot checks of metro stations, cable car turnarounds, Muni historic sites, maintenance facilities, and warehouses. MTA K-9 Unit teams are deployed in the transit system during special events and commute hours as a terrorism deterrent. The MTA K-9 Unit also provides support to the Tactical K-9 Unit and the Airport K-9 Unit as needed. Due to the MTA K-9 Unit's advanced training, they may support other jurisdictions that do not have access to these resources. Similar to the Muni Response Team, the positions within the MTA K-9 Unit are funded through an Operational Work Order in which SFMTA pays for services rendered by SFPD, and the canines in the unit are owned by the Transportation Security Administration (TSA) and paid for by SFMTA. Funding, ownership, and canine availability are the metrics that determine staffing for the MTA K-9 unit. Given the current operational funding and resource arrangements and the unique duties of this unit, the non-scaling methodology is used to determine staffing. The unit is currently staffed with one Sergeant, four Officers, and five dogs.

Traffic Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
MTA K-9 Team	5	5	0	0	0	0
Sergeant	1	1	0			
Officer	4	4	0			

Tactical Division

The Tactical Division is comprised of the Special Weapons and Tactics (SWAT) Team, the Explosive Ordinance Disposal Unit (EOD), the Honda Unit, the Mounted Unit, and the Canine (“K-9”) Unit. The Tactical Division also oversees the Specialists Team and the Crisis/Hostage Negotiation Team (C/HNT), which include members who possess specialized training and hold other full-time assignments in the Department, yet are utilized in situations that warrant specific expertise. Recommended staffing for the Tactical Division is shown below followed by a description of each unit and its role and function within the Department.

Tactical Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
SWAT	28	34	+6			
EOD	8	8	0			
Honda	14	25	+11			
Mounted	5	5	0	5	6	+1
Citywide K-9	5	6	+1			
DIVISION TOTAL	61	79	+18	6	7	+1

Tactical Division – Administration

The Tactical Division is overseen by a Captain that reports directly to the Deputy Chief of Special Operations. The Captain is supported by one Clerk. Both positions are unique and are considered non-scalable for the purpose of this assessment.

Tactical Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
Captain	1	1	0			
Clerk				1	1	0

Special Weapons and Tactics (SWAT) Team

SWAT provides a variety of tactical-related and support services to the Department during critical incidents, high-risk search warrants, protection of officers and civilian during high-profile events, dignitary protection, and demonstrations. SWAT is tasked with leading crowd control events. On a weekly basis, SWAT is deployed to patrol designated hot spot areas of San Francisco based on current trends in violent crime such as shootings, homicides, and narcotics activity. SWAT also assists units in the Investigations Bureau with surveillance and with arresting violent wanted suspects.

SWAT provides training in crowd control, critical incidents, and chemical agents to officers and Academy recruits. In addition, SWAT assists in training officers in the Critical Mindset Coordinated Response (CMCR) Course, provides schools and private companies with trainings (e.g., active shooter trainings), and

is called out to provide expertise in addressing incidents with barricaded suspects. Increased Department-wide training that facilitates “time and distance” in these critical situations have increased SWAT callouts and the need for specialized expertise. One SWAT team is always on call 24/7.

The Project Team determined SWAT Team recommended staffing levels using the fixed-post methodology and an assessment of operational need. The SWAT team is divided into four teams that should consist of one Sergeant and seven Officers based on industry standard span of control and on required duties of the unit. Based on this methodology, the Project Team recommends six additional Officers to field a fourth SWAT team and fulfill operational coverage needs of the Department.

Tactical Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
SWAT	28	34	+6	0	0	0
Lieutenant	2	2	0			
Sergeant	4	4	0			
Officer	22	28	+6			

Explosive Ordinance Disposal Unit (EOD)

EOD provides explosive and ordinance identification, removal, and detonation. EOD responds to critical incidents and calls of suspicious devices and conduct sweeps during parades and concerts and in areas where large crowds gather such as political events and dignitary visits. EOD also provides training on explosives to Department members.

The Project Team determined the recommended EOD staffing levels using the fixed-post methodology given the unique expertise that the EOD unit provides to Department operations.

Tactical Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
EOD	8	8	0	0	0	0
Sergeant	1	1	0			
Officer	7	7	0			

Honda Unit

The Honda Unit is primarily responsible for patrolling the downtown corridor, Golden Gate Park, and other City parks and beaches throughout San Francisco on dual sport motorcycles. The Hondas are a critical part of SFPD’s directed enforcement. Like the SWAT Team, the Hondas are on weekly rotating assignment amongst the ten District Stations and are deployed to areas with higher rates of vehicle burglaries, for example. The Hondas play a key role in crowd control and enforcement for demonstrations and special events such as Outside Lands, Pride, and other parades.

Like SWAT, the Honda Unit operates in a team format. A Lieutenant serves as the Officer in Charge (OIC) of the unit. Staffing for this leadership position is determined using the non-scaling methodology. Over

the last two to three years, the Honda Unit has downsized from four full teams to three modified teams. The Project Team determined Honda Unit recommended staffing levels using the fixed-post methodology in which there are four teams that each consist of five Officers and one Sergeant (based on span of control). Department priorities and resource availability should determine the total size of the Honda Unit and number of teams going forward.

Tactical Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Honda	14	25	+11	0	0	0
Lieutenant	1	1	0			
Sergeant	3	4	+1			
Officer	10	20	+10			

Mounted Unit

The Mounted Unit is responsible for patrolling Golden Gate Park around the stables and for the upkeep and maintenance of the horses in the unit. The Mounted Unit is also detailed to ceremonial duties and parades, swearing in for City officials, color guard for funerals, National Night Out events, and school field trips. The Mounted Unit (equine) is a voter-approved legislative directive and thus its existence is mandated (though not its size). The Mounted unit is supported by civilian Stable Attendants who are responsible for the care and maintenance of the stable itself must provide 24/7 coverage; one additional Stable Attendant is recommended so that this position is staffed across the week on all shifts. The Project Team determined recommended staffing levels using the non-scaling methodology given the unique duties and responsibilities of the unit and the legislative directive that requires the Department to maintain a Mounted Unit.

Tactical Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Mounted	5	5	0	5	6	+1
Sergeant	1	1	0			
Officer	4	4	0			
Stable Attendants				5	6	+1

Citywide Canine ("K-9") Unit

The Citywide K-9 Unit supports patrol and provides canine resources to assist in searches by tracking and locating suspects in conditions where normal searches are higher-risk. Canines are only authorized to search for suspects who are wanted for a felony. The K-9 Unit conducts building sweeps as necessary in residences, warehouses, and schools. Additionally, canines are trained to detect bombs, narcotics, and other contraband in secret areas in which canine searches are most appropriate. Moreover, the City is potentially exposed to weapons of mass destruction (WMD) opportunities given its high profile and geographic locale; therefore, the use of "bomb dogs" is considered best practice. The Project Team determined recommended Citywide K-9 Unit staffing levels using the non-scaling methodology given the

unique duties and responsibilities of the unit. Furthermore, the Project Team recommends the addition of one Sergeant to supervise the unit, using the ratio-based span of control methodology.

Tactical Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
K-9 Citywide	5	6	+1	0	0	0
Sergeant	0	1	+1			
Officer	5	5	0			

Specialists Team

Note: Specialists and members trained in Crisis/Hostage Negotiation are assigned to the District Stations in the Field Operations Bureau. These members possess specialized skills and training and are utilized by the Special Operations Bureau as necessary.

Specialists are patrol officers assigned to District Stations who are trained to support the SWAT Team. Specialists work part-time in Special Operations in that they can be redeployed when on duty for a specific call out that warrants their skills and expertise. Specialists assist with search warrants, critical incidents, and special events, and support SWAT in dignitary protection. Specialists provide rapid response teams for demonstrations and mass arrests and have trained snipers. Since Specialists are assigned to District Stations, they assist patrol with everyday operations that may not necessarily activate SWAT. Specialists go through an application, testing, and interview process to garner their credentials.

Crisis/Hostage Negotiation Team (C/HNT)

Similar to Specialists, C/HNT members are assigned to other units in the Department and work in a part-time capacity as negotiators. C/HNT are on call and respond to situations with barricaded suspects and critical and non-critical incidents, and assist in search warrants and in California Highway Patrol (CHP) calls. C/HNT members respond to incidents where subjects are not responsive or are not cooperating with law enforcement. When dealing with barricaded suspects, increased training to create time and distance has also increased C/HNT callouts.

On any given day, there are 6 to 25 C/HNT members working. There are currently 40 active members total who are C/HNT trained due to an increase in these types of calls for service. Over the last three years, C/HNT callouts have increased: in 2018 there were 29, in 2019 there were 40, and in 2020 there were 79. It appears that this trend will continue; as of August 2021, there were 56 year-to-date.

Homeland Security Division

The Homeland Security Division includes the Homeland Security Unit (HSU), the Marine Unit, and the Department Operations Center (DOC). A Captain oversees the Homeland Security Division; this position is funded through a grant with Urban Areas Security Initiative (UASI). The Captain is supported by one Clerk to assist with the administrative functions of the Division. Both positions are unique and are not scalable to any workload measures.

Homeland Security Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
HSU	3	3	0	1	0	(1)
Marine Unit	6	8	+2			
DOC	17	17	0	8	8	
DIVISION TOTAL	27	29	+2	10	9	(1)

Homeland Security Unit (HSU)

The Homeland Security Unit (HSU) is a vital component in the safekeeping and protection of the City and County of San Francisco. The unit conducts site safety surveys and inspections for key buildings, locations, transit hubs, events, stadiums, arenas, high profile public spaces and structures, areas of large public gatherings, government facilities, consulates, embassies, houses of worship, potential soft target locations, and other notable areas.

HSU gathers intelligence and disseminates it through Department channels and provides weekly briefings to SFPD's Command Staff. HSU is also the Department's liaison with State and Federal Fusion Centers, communicating information to further prevent and respond to all threats and hazards. Furthermore, the unit participates in Silicon Valley Homeland Security Coordination meetings to improve its efforts by collaborating with other nearby Homeland Security agencies.

As part of the unit's responsibilities, HSU plans events throughout the City and supports the Field Operations Bureau's event planning initiatives. For these special events, HSU staffs Command Centers to monitor events and provide intelligence support, command van deployment, and radiological detection. The staffing and security for all events at Oracle Park and Chase Center are also managed through HSU. Additionally, the unit provides training as needed to other SFPD members in topics such as the utilization of radiological detection devices.

The Homeland Security Unit also oversees the Terrorism Liaison Officer (TLO) program, managing and reviewing all TLO incident reports and communicating information through all proper channels.

There are no workload measures associated with these positions, so they are considered **non-scalable** for the purpose of this assessment. As discussed further in the Administration Bureau section of this report, the Project Team recommends centralizing Automotive Service Workers into one unit and therefore the reduction of the Automotive Service Worker is noted here. The position would continue to support the

vehicles within the Homeland Security Division as well as other vehicles throughout the Department as needed.

Homeland Security Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
HSU	3	3	0	1	0	(1)
Lieutenant	1	1	0			
Sergeant	1	1	0			
Officer	1	1	0			
Automotive Service Worker				1		(1)

Marine Unit

The San Francisco Police Department Marine Unit is responsible for patrolling over 64 square miles of San Francisco County waterways, overlapping jurisdiction with the United States Coast Guard (USCG) – but the responsibilities and capabilities differ. The USCG is responsible for enforcing Federal laws, while the Marine Unit is responsible for enforcing State and local laws. The mission of the Marine Unit is to support maritime homeland security, law enforcement, and search and rescue operations with local, state, and federal partners. In the course of their duties, Marine Unit members regularly engage in search and rescue missions with the USCG and San Francisco Fire Department as well as other Bay Area law enforcement and fire rescue agencies. These operations include vessels in distress, boating accidents/collisions, and rescue of recreational sports enthusiasts who often get into distress due to the dynamic conditions both on the San Francisco Bay and outside of the Golden Gate. The Marine Unit also responds to investigate or mitigate any criminal activity and maritime-related incidents on San Francisco Bay waters, such as Boating Under the Influence (BUI), theft, vandalism, burglaries in the marinas or piers, drownings, suicides and other deaths, trespassing, unlawful discharge of oil or sewage, and any Port of San Francisco property waterside-related incident. The Marine Unit has a long tradition of being the primary law enforcement agency in the San Francisco Bay Region and is a primary responder in case of major catastrophes including, but not limited to, earthquakes and tsunamis. The Marine Unit is prepared to assist in disaster mitigation and resumption of commerce/transportation through sub-surface sonar inspection of piers and docks and first-responder trans-Bay transport via water.

In addition to the Marine Unit's primary responsibilities, the unit provides safety oversight and assistance at numerous, large waterfront events, including fireworks shows, Fleet Week, US Naval vessel security detail, POTUS security and waterside screenings, and various large-scale swim events across the Bay each year. Additionally, the Unit maintains vessels outfitted with highly specialized gear for low-visibility search missions on the surface and comprise the Department Dive Team for underwater victim/evidence search and recovery missions through use of highly technical underwater robots, sonar equipment, and SCUBA dive operations.

The current staffing for the Marine Unit consists of two Sergeants and four Officers divided into two separate teams to cover all seven days in the week. For proper officer safety and operation of each Marine vessel and to promote readiness of the Dive Team, protocols dictate that each boat should be

staffed with three Officers and one Sergeant supervisor. Due to the unique duties and responsibilities of these positions, they are considered non-scalable for the purpose of this assessment. Department priorities and resource availability should determine the total size of the Marine Unit and number of teams going forward. Based on the current number of teams and required staffing on each team, the Project Team recommends two additional Officers.

Homeland Security Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Marine Unit	6	8	+2	0	0	0
Sergeant	2	2	0			
Officer	4	6	+2			

Department Operations Center (DOC)

The primary function of the Department Operations Center (DOC) is to coordinate activity, information, and requests for assistance between patrol and investigative units. In addition, the unit provides timely notifications to Command Staff for their situational awareness and functions as an Emergency Operations Center (EOC) during planned and spontaneous events/incidents.

The Project Team recommends that the Department explore options for civilianizing the Department Operations Center (DOC). A large portion of DOC staffing does not require law enforcement expertise. Currently DOC is staffed with sworn members who are less than full duty (and therefore not fully deployable to other assignments) based on some sort of temporary modified duty (TMD) classification or a pending disciplinary investigation. Therefore, sworn members in this assignment are often temporarily assigned to provide call center services and may not provide a high level of customer service based on the transitional nature of the assignment and other dynamics between the member and the Department. For both continuity and to promote high quality service, the Department should consider the implications of staffing DOC with civilian staff such as Police Services Aides (PSAs) or another call center-oriented classification and utilizing sworn members on TMD in areas such as Written Directives in the Strategic Management Bureau that may require sworn insight and expertise.

For those members with pending disciplinary cases, the Department should consider either staffing these members in a unit that does not have a customer service component or not utilizing these members at all until their investigations have reached a resolution. Civilianizing the unit will require that the Department determine how to address the less than full duty sworn members who currently hold a DOC assignment.

Homeland Security Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
DOC	17	17	0	8	8	0
Lieutenant	1	1	0			
Sergeant	4	4	0			
Officer	12	12	0			
Police Services Aide (PSA)				8	8	0

Urban Areas Security Initiative (UASI)

The Urban Areas Security Initiative (UASI) unit was implemented in 2013 within the Homeland Security Division, but later reorganized as a separate Division that reports directly to the Special Operations Bureau Deputy Chief. The unit works closely with the Bay Area UASI to enhance public safety and security throughout the Bay Area, and is comprised of local, state, and federal subject matter experts working to achieve Homeland Security goals and objectives. The unit works on special projects for the Department, such as upgrading Police Intercommunications (PIC) radio, Personal Radio Nuclear Detector (PRND), as well as grant writing for equipment, training, and infrastructure funding.

Within UASI, there is one Lieutenant who serves as the liaison between SFPD and the Department of Emergency Management (DEM). The liaison assists with ensuring that policy and procedural issues are resolved, coordinating with DEM for the Computer Aided Dispatch (CAD) project, and acting as the Department's Disaster Coordinator. The liaison also works closely with HSU and DOC to respond to various special events and disasters. Due to the unique duties and responsibilities of this position, it is considered non-scalable for the purpose of this assessment.

Similar to the Muni Task Force, the positions within UASI aside from the DEM/EOC Liaison are grant-funded. The existing grant agreement and funding determines staffing levels and therefore the Project Team recommends maintaining current staffing as agreed upon with the Department's regional partners in the existing work order.

Urban Areas Security Initiative						
	<i>SWORN</i>			<i>CIVILIAN</i>		
	Current	Recommended	Need	Current	Recommended	Need
UASI	2	2	0	1	1	0
Captain	1	1	0			
Lieutenant	1	1	0			
Principal Admin Analyst				1	1	0

Administrative Services Bureau

Overview

The Administrative Services Bureau (also referred to as the Administration Bureau) consists of three Divisions and one Unit: Administration Division, Academy Division, Staff Services Division, and Crime Information Services Unit (CISU). The Administration Division includes the Department's Fleet and Facilities units and the Academy Division manages training, certification, and professional development for both Recruit Officers and Department personnel. The Staff Services Division includes units that oversee a broad range of administrative functions that support the Department, including recruiting and backgrounding Police Officer applicants, processing payroll and medical accommodations, and conducting analyses on staffing and deployment. The Crime Information Services Unit is responsible for a wide range of functions in Department recordkeeping, information provision, and property control.

Recommended Staffing

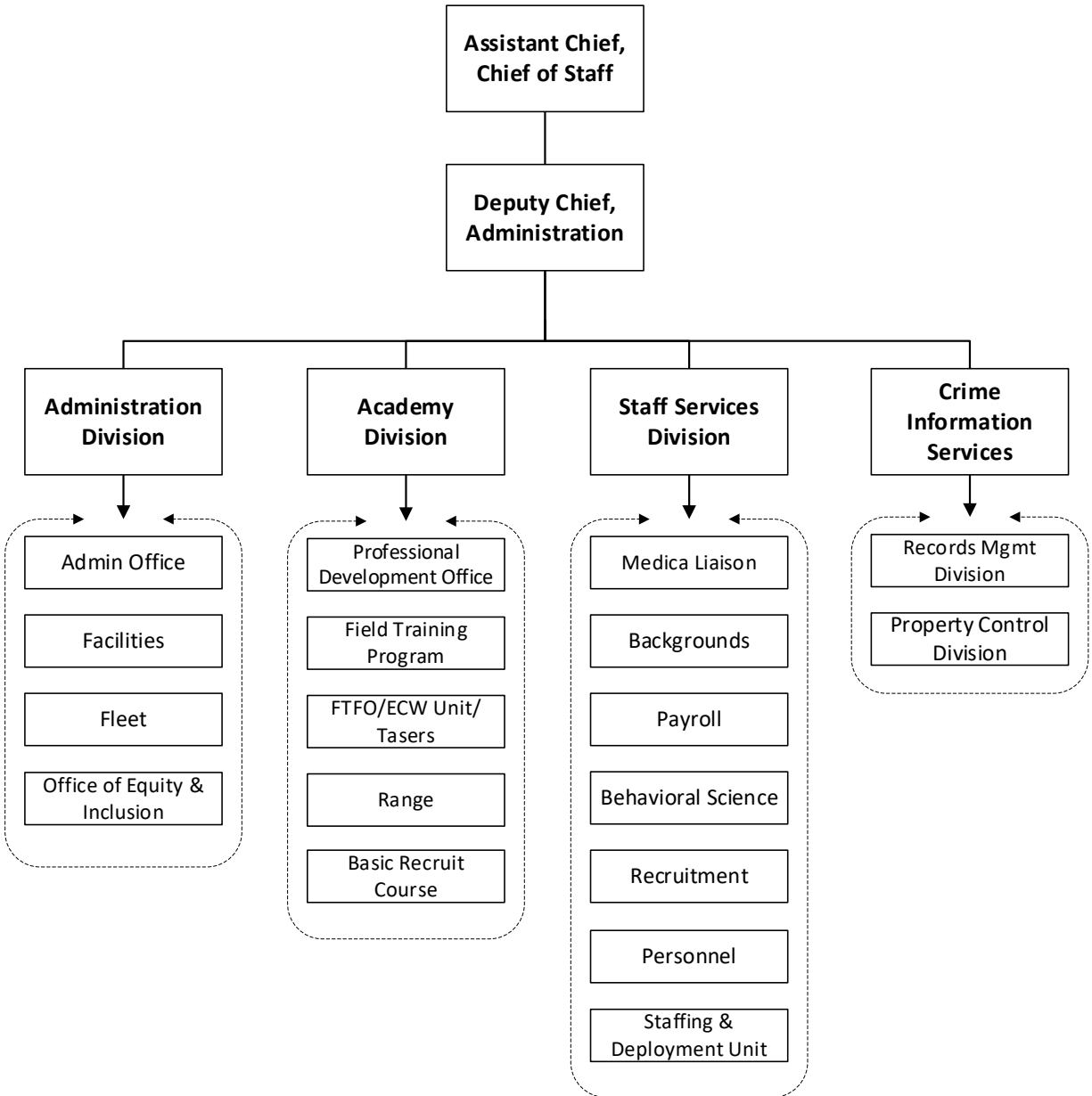
The table below shows recommended staffing for the Administration Bureau by Division. The Bureau has sufficient sworn staffing and the Project Team recommends civilianizing Records Management in CISU. The Bureau has demonstrated need for professional staff in key areas including the Fleet and Facilities unit in the Administration Division, in the Staff Services Division, and in CISU to support Records Management civilianization efforts.

Administrative Services Bureau						
Division or Unit	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration - Executive	2	2	0	1	1	0
Office of Equity and Inclusion	2	3	+1	0	1	+1
Administration Division	2	2	0	29	39	+10
Academy Division	42	42	0	7	7	0
Staff Services Division	19	19	0	49	54	+5
Crime Information Services	17	12	(5)	35	46	+11
BUREAU TOTAL	84	80	(4)	121	148	+27

Organizational Chart



Administrative Services Bureau



Methodologies Used to Determine Staffing

Staffing for the Administrative Services Bureau is determined using the following methodologies.

Workload-based Methodology

A workload-based methodology is used to determine staffing for certain units such as Background Investigations, for which the number of potential applicant cases multiplied by the time per case is calculated to generate workload hours and subsequently the number of staff required.

Ratio-based Methodology

A ratio-based methodology is used to determine staffing for many units in the Administration Bureau. Examples include Fleet and Facilities, where a ratio based on the number of Department vehicles and Department facilities, respectively, is used to determine recommended staffing; the Range, where a ratio based on the number of sworn members in the Department is used; and various units in the Academy Division, where Peace Officer Standards and Training (POST) mandates instructor-to-trainee ratios in training classes.

Non-scaling Methodology

An elective or non-scaling methodology is used to determine staffing for leadership positions that do not scale based on any metrics and for units that fulfill specific Department objectives such as Force Tactics Field Options.

Recommended Staffing by Division and Unit

Administrative Services – Administration

The Administration Bureau is overseen by a Deputy Chief who reports directly to the Assistant Chief (Chief of Staff). A Commander reports directly to the Deputy Chief and provides assistance in the management of the Administration Bureau and also directly oversees the Office of Equity and Inclusion (OEI). The Deputy Chief is supported by an Executive Secretary who manages emails, scheduling, and other administrative support assignments. Given the unique leadership and support functions of these positions, staffing is determined using the non-scaling methodology.

Administrative Services Bureau - Administration						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Bureau Admin	2	2	0	1	1	0
Deputy Chief	1	1	0			
Commander	1	1	0			
Executive Secretary				1	1	0

Office of Equity and Inclusion (OEI)

The Office of Equity and Inclusion (OEI) was established in March 2021 to create and sustain an equitable, supportive, and professional environment for all Department members. OEI was created per the Mayor's mandate to implement racial equity and action plan initiatives at the department level. To ensure that OEI is vested with the appropriate level of importance and influence to drive significant Department initiatives, the unit reports directly to the Commander of the Administration Bureau. OEI works in collaboration with all units, Divisions, and Bureaus in the Department and undertakes activities to promote racial equity at the line staff level. OEI interfaces with internal and external stakeholders – Command Staff, various Commissions, Board of Supervisors – to share activity results. OEI is a result of and a continuing component of the Department's Collaborative Reform Initiative (CRI).

The unit undertakes special projects such as working with external vendor BiasSync, a science-based solution for conscious management of unconscious bias, to administer the program to all Department members. OEI is also tasked with overseeing the Department's retention program and carrying out various other policy and reporting functions related to racial equity impact. In the field, OEI visits District Stations and other Department assignments and shares information about the unit, holding small group discussions and follow ups with individual members as needed.

The Office of Equity and Inclusion is currently managed by a Lieutenant with a support from one Officer who represents OEI in the field and is responsible for all presentation-related follow up. The Project Team recommends the addition of one Sergeant and one Senior Administrative Analyst to align the growing workload of OEI with the appropriate job classifications. The Sergeant position would manage all administration for OEI, enabling the Lieutenant to focus on high-level strategic planning and oversight. Moreover, OEI interfaces regularly with executive-level City leadership including SFPD Command Staff and

Commissioners; a Sergeant would be the appropriate rank to interface with these stakeholders. Many of OEI's current and planned initiatives are data-driven, and a Senior Administrative Analyst would be responsible for all research and data analysis required for OEI's projects.

Administrative Services Bureau						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
OEI	2	3	+1	0	1	+1
Lieutenant	1	1	0			
Sergeant	0	1	+1			
Police Officer	1	1	0			
Senior Administrative Analyst				0	1	+1

Administration Division

The Administration Division includes the Bureau's Administrative Office and two units that are responsible for managing the Department's physical assets: Fleet and Facilities. Fleet and Facilities are responsible for managing the Department's vehicles and buildings and facilities, respectively.

Although the Department has its own staff to monitor and record maintenance needs for its physical assets, significant maintenance is generally performed by other City departments. Fleet and Facilities both currently operate under a decentralized model in which line-level staff do not report directly to Fleet or Facilities, but rather to their respective station Commanding Officer (e.g., Vehicle Maintenance personnel at the District Stations report to the respective Captain).

Recommended staffing for the Administration Division is shown below, followed by a discussion of the units in the Division.

Administration Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Fleet and Facilities Admin	2	2	0	2	2	0
Fleet				14	18	+4
Facilities				13	19	+6
DIVISION TOTAL	2	2	0	29	39	+10

Office and Fleet and Facilities Administration

The Administration Division Office is overseen by a Sergeant with support from a Management Assistant. The Sergeant reports directly to the Captain of Fleet and Facilities Administration and also provides a high-level administrative support as needed to the Deputy Chief of the Administration Bureau. The Management Assistant is responsible for managing requests, monitoring workflows, and assisting with special projects. Both roles are unique and are classified as non-scalable. Centralized Fleet and Facilities are overseen by a Captain, with administrative support from a Secretary. Both roles are unique and are classified as non-scalable.

Administration Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Office	1	1	0	1	1	0
Sergeant	1	1	0			
Management Assistant				1	1	0
Fleet and Facilities	1	1	0	1	1	0
Captain	1	1	0			
Secretary				1	1	0

Fleet

The Fleet unit is responsible for managing the Department's vehicles. The Fleet Manager is responsible for managing the whole unit and overseeing its projects. The Auto Service Worker Supervisor provides direct supervision to the Auto Service Workers who perform the functional maintenance work of the unit. Both leadership roles are unique and are classified as non-scalable.

Auto Service Workers 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 respond to service requests. There are two Auto Service Workers who report directly to the centralized Fleet unit. Generally, each of the 10 District Stations are assigned an Auto Service Worker⁶, and some additional Divisions and units such as the Academy and Homeland Security Unit (HSU) are also assigned Auto Service Workers at this time.

Recommendation: The Department should consider realigning the reporting structure so that all Auto Service Workers report directly to the Fleet Manager. Currently, the majority of Auto Service Workers are assigned to and physically report to the District Stations. Centralized command would consolidate span of control over this technical service line and improve the Fleet Manager's ability to manage the Department's fleet support needs and improve coordination with Auto Service Workers to support other areas more effectively. For example, some District Stations are less busy than others and there may be instances in which a Station does not need a full-time Auto Service Worker. Centralized management would allow effective reallocation of resources when needed.

Administration Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Fleet				14	18	+4
Fleet Manager				0	1	+1
Auto Srv. Worker Supervisor				1	1	0
Auto Service Worker				13	16	+3

⁶ As of September 2021, one District Station is not officially assigned an Auto Service Worker.

Staffing Methodologies by Position

- Fleet Manager and Auto Service Worker Supervisor are supervisory positions that are classified as non-scalable.
- Auto Service Worker staffing is determined using the ratio-based methodology.
 - One Auto Service Worker is assigned to each District Station. Each District Station has multiple vehicles that require servicing and maintenance and therefore one dedicated Auto Service Worker is appropriate.
 - For vehicles not assigned to the District Stations, a ratio of one Auto Service Worker to 150 vehicles is appropriate. Approximately half (506 out of 1,041) of vehicles currently supported by an Automotive Service Worker are assigned to the District Stations, and there are 405 vehicles that are currently unsupported by an Automotive Service Worker.

Auto Service Worker Staffing	
# Supported Non-District Station Vehicles	535
# Unsupported Vehicles	405
Total Non-District Station Vehicles to Support	940
Total Hours to Staff	940
Ratio: Auto Service Worker per Vehicle	150
Full-time Positions Required <i>(in addition to District Station support)</i>	6

At the time of the study, there were 13 Auto Service Workers; three additional Auto Service Workers are required based on the ratio-based methodology and calculations shown above.

Facilities

Facility Coordinators inspect and monitor the Department's facilities for preventative and corrective maintenance needs and work with San Francisco Public Works and the San Francisco Real Estate Division to coordinate all maintenance work, in addition to a range of other activities necessary to manage the Department's facilities and physical assets. The Facilities unit is responsible for maintaining 37 buildings used by the Department. Currently, there are 10 Facility Coordinators assigned to each of the 10 District Stations and the remaining 27 facilities are supported primarily by the Building and Grounds Maintenance Superintendent and Maintenance Planner. An eleventh Facility Coordinator/Assistant Materials Coordinator was added in 2018 to assist the Building and Grounds Superintendent and Maintenance Planner in supporting the 27 other facilities previously unsupported by a Facility Coordinator.

In the Facilities unit, the Building and Grounds Maintenance Superintendent manages memoranda of understandings (MOUs) and facility projects and the Maintenance Planner provides indirect oversight to the Facility Coordinators; however, only one of the Facility Coordinators (Assistant Materials Coordinator) reports directly to the Facilities unit. The other 10 positions report to the respective Commanding Officer at the District Station to which they are assigned.

Recommendation: The Department should consider realigning the reporting structure so that all Facility Coordinators report directly to the Building and Grounds Maintenance Superintendent and/or the Maintenance Planner. Similar to the Fleet reporting structure, the majority of the Facility Coordinators report to the Commanding Officer of their respective assigned District Station. Centralized command would consolidate span of control and promote efficiencies in managing all facilities across the Department.

Administration Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Facilities				13	19	+6
Maintenance Superintendent				1	1	0
Maintenance Planner				1	1	0
Assist. Materials Coordinator				1	1	0
Facilities Coordinator				10	16	+6

Staffing Methodologies by Position

- Given the leadership roles and unique project-based duties of the positions, the Building and Grounds Maintenance Superintendent and the Maintenance Planner position are classified as non-scalable.
- Facility Coordinator staffing is determined using a ratio-based methodology. A ratio of one Facility Coordinator per District Station is adequate to oversee the asset management program for those facilities. Since the remaining 27 facilities are not as active as the 10 District Stations, a Facility Coordinator has greater capacity to support multiple non-District Station facilities.
 - The Project Team estimates that a ratio of one Facility Coordinator per four non-District Station facilities is adequate to manage the Department's asset management program. This will enable the Building and Grounds Superintendent and Maintenance Planner to focus on high-level project management and planning for the Department instead of conducting regular preventative and corrective monitoring and maintenance. This ratio infers that six Facility Coordinators are needed to adequately support the non-Station facilities. Altogether, the Project Team estimates that 16 Facility Coordinators (and one Assistant Materials Coordinator) are required to support the Facilities Division.

Academy Division

The Academy Division (referred to as the Academy) includes the Professional Development Office, the Field Training Office (FTO), Field Tactics Force Options unit, and the Basic Recruit Course. The mission of the San Francisco Police Department's Regional Training Academy is to develop and deliver comprehensive, innovative, and timely education and training to Recruit Officers and Department members. The Academy also aims to inspire leadership, enhance mindsets and skillsets, and manifest mastery in members' professional and personal development.

Recommended staffing for the Academy is shown below, followed by a discussion of the units in the Division.

Academy Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
Professional Development Office	6	6	0	5	5	0
Field Training Office	4	4	0	1	1	0
Field Tactics Force Options	5	5	0			
Range	12	12	0			
Basic Recruit Course	14	14	0			
DIVISION TOTAL	42	42	0	7	7	0

Academy - Administration

The Academy Division is overseen by a Captain with administrative support from a Secretary. Both roles are unique and are classified as non-scalable.

Academy Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
Captain	1	1	0			
Secretary				1	1	0

Professional Development Office

The Professional Development Office includes the Professional Development Unit (PDU), the Video Production Unit, and various other assignments staffed with single individuals that are responsible for functions such as managing Advanced Officer (AO) training in the Department.

The Professional Development Office monitors and coordinates the ongoing in-service training needs of the Department, which entails providing instruction to in-service members, Recruit Officers, and Police Services Aides (PSAs). The Professional Development Unit also serves as a resource for Department members who are conducting their own training needs identification and implementation, but need assistance related to course identification, professional development, and training follow up.

Academy Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Professional Development Office	6	6	0	5	5	0
Lieutenant	1	1	0			
Sergeant	4	4	0			
Officer	1	1	0			
Management Assistant				3	3	0
Media Production Technician				2	2	0

Staffing Methodologies by Position

Staff responsibilities are assigned as follows:

- The Professional Development Office is overseen by a Lieutenant; due to the leadership responsibilities of the position, it is classified as non-scalable.
- Sergeant positions:
 - One Sergeant is a manger position with staffing based on span of control set at a ratio of roughly 1:7.
 - One Sergeant is responsible for all coordination and logistics for Advanced Officer – Continued Professional Training (AO/CPT). This is a mandatory training all sworn members must take on a regularly basis per Peace Officer Standards and Training (POST) and Department of Justice (DOJ) guidelines.
 - One Sergeant serves as the Leadership Development Institute (LDI) Program Coordinator. This position is non-scaling with staffing based on the Department’s objectives for administering this cohort-based, yearlong leadership program for sworn and civilian staff.
 - One Sergeant is responsible for Reserves/Roll Call; staffing for this position is determined using the non-scaling methodology.
- The Officer position serves as a POST/College Liaison Coordinator whose primary duties are to manage the POST certifications for the entire Department. This position also teaches booking and detention as a co-instructor, assists with AO training, and manages the billing for training courses. This position is non-scalable and electively staffed based on operational need.
- The Management Assistant positions are described below. As there are no workload metrics associated with these positions, staffing is determined using the non-scaling methodology. The Department should develop and monitor workload metrics so that in future analyses, staffing can be determined using a workload-based or ratio-based methodology.
 - One Management Assistant is the AO training manager and monitors Continuing Professional Training (CPT) records for the Department to ensure ongoing compliance.
 - On Management Assistant is the outside training manager and reviews, approves, and processes all outside training requests for the Department.
 - One Management Assistant is the internal training manager and processes billing for the unit and monitors City-mandated training requirements.
- 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: staff must script productions, coordinate with subject matter experts and other stakeholders to verify script content, cast, coordinate with staff for productions, record the production, and edit productions for release. Staffing for these positions is classified as non-scalable given the unique skillset required for the role.

- One Sergeant serves as the liaison to the Institute of Criminal Investigation (ICI), a regional POST training program. This position serves as the Institute's administrator and is responsible for managing the logistics of hosting this regional training event periodically throughout each year. 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. Due to the contract requirement, this position is elective and non-scalable.

Field Training Office (FTO)

The Field Training Office (FTO) manages and coordinates the Department's field training program in which Recruit Officers who graduate from the Basic Recruit Course are then assigned to a training-designated District Station and are paired with a Training Officer to gain experience and training in the field. FTO oversees the progress of trainees and acts as the departmental liaison with the Commission on Peace Officer Standards and Training (POST) on program compliance issues; the program is administered at the seven training District Stations. FTO consults with other City Departments such as the Department of Human Resources and Americans with Disabilities Act Unit and internally with the Behavioral Sciences Unit and sub-units in the Basic Recruit Course including Report Writing, Physical Training and Defensive Tactics, and Emergency Vehicle Operation Course to conduct remediation on any training and protocol-related deficiencies.

The critical and primary responsibility of FTO is to document and evaluate trainee progress and to address any issues that arise in a timely and effective manner. FTO staff ensures that all the administrative evaluation documents (Daily Observation Reports and Sergeant Weekly Reports) are completed for each trainee. Reviewing Daily Observation Reports (DOR) amounts to a workload average of approximately 30 per day with an additional 30 weekly supervisor reviews, each of which is estimated to approximately 16 to 34 minutes. This includes reviewing trainee ratings and ensuring that ratings are consistent with the standardized evaluation guidelines established by POST. FTO subsequently notes any deficiencies in performance and conducts bi-weekly meetings to problem-solve the trainee's issues.

The FTO Office is responsible for maintaining the rolls of eligible Field Training Officers and Sergeants. The FTO Office ensures program compliance with POST by ensuring all FTO Officers and Sergeants complete the 40-hour certification course, refresher 24-hour course, and Crisis Intervention Team (CIT) training. FTO is also responsible for tracking the Performance Improvement Plan (PIP) monthly evaluations for every probationary officer and coordinating the re-entry of permanent officers from administrative assignments to field work. Every month, the probationary officers have an appraisal completed, consisting of eight pages and six categories. The Field Training Office estimates that each monthly appraisal takes approximately 30 minutes to review and file for compliance. As of September 2021, there

were approximately 60 probationary officers; this number changes dynamically throughout the year based on officers moving from field training to probation and probation to permanent status.

At reporting time, there are 146 certified FTO trainers; however, only 113 are assigned to District Stations that are eligible to receive trainees. As of September 2021, there were 27 trainees in the FTO program, which constitutes a ratio of approximately four eligible trainers for every trainee.

Since 2019, FTO's responsibilities have increased due to additional administrative tasks required to develop policy and training materials. As the number of Recruit Officers graduating from the Basic Recruit Course has declined, FTO has redoubled efforts to monitor trainee progress and remediate performance issues where possible while working to ensure that POST standards and guidelines are being met. Hence, FTO has conducted more bi-weekly performance counseling sessions in an effort to mitigate performance deficiencies reported in FTO reports.

Academy Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Field Training Office	4	4	0	1	1	0
Lieutenant	1	1	0			
Sergeant	2	2	0			
Officer	1	1	0			
Clerk				1	1	0

Staffing Methodologies by Position

- The Lieutenant serves as the Officer in Charge (OIC) of the unit. Due to the unique leadership role, this position is classified as non-scaling.
- The Sergeant and the Officers in the unit conduct all of the coordination and evaluative work of the unit, and the Sergeant can direct and supervise work as necessary. Staffing levels are determined using a ratio-based methodology using a ratio of one staff member for every 10-15 trainees, based on the estimated time needed to review DORs, Weekly Sergeant Reports, PIPs, and other documentation; coordinate with District Stations and POST; ensure Training Officers have updated certifications, etc. Current staffing is appropriate with approximately 30 – 45 trainees in the FTO program; throughout 2021, there have been approximately 27 – 35 trainees at any given time.
- The Clerk position manages all administrative duties of the unit and staffing is classified as non-scaling.

Force Tactics Field Options (FTFO)

Force Tactics Field Options was formed in November 2018 to promote the Department's objective of promoting timely and relevant training so that members are equipped to utilize force tactics and field options that are aligned with the principles of 21st Century Policing. FTFO administers all field tactic and force options trainings, hence providing oversight, consistency, and guidance in sworn members' application of field tactics and force options during encounters with suspects. FTFO provides instruction to members and enhances officers' basic tactical knowledge, skills, and abilities.

FTFO is also responsible for participating in incident review boards as necessary and subsequently preparing training-related analysis and recommendations. Staff are also responsible for conducting reviews of all officer-involved shootings (OIS), in-custody deaths, and other force-related incidents as requested. In 2019 there was a total of 19 force-related incidents reviewed, and 18 in 2020. Each review takes 40 hours on average and results in a written report outlining observations and recommendations for changes in Department policy and training.

It is important to note that a Field Tactics Force Options unit is not typical in other law enforcement agencies, yet SFPD has prioritized a training program that equips members with best practices in field tactics and force options and a concurrent review program to promote a continuous improvement loop. FTFO is a Department priority and directive, and staffing is classified as non-scaling based on the subject matter and the unique service FTFO provides to the Department's sworn workforce.

Academy Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Field Tactics Force Options	5	5	0			
Lieutenant	1	1	0			
Sergeant	2	2	0			
Officer	2	2	0			

Range

Range is responsible for managing and administering firearms training and qualification which all sworn members (including Reserve Officers) in the Department must complete twice per year. Range staff also teaches the initial rifle training courses for all personnel assigned rifles and host other agencies at the range (e.g., San Francisco Sheriff's Department).

Unit workload is based on firearms qualification and training duties for Department members, and therefore, required Range staffing scales based on Department size: the larger the department, the greater the workload. As a result, the staffing methodology used for Range personnel scales based on the number of sworn members in the Department (as civilian-related workloads are minor). Staffing is set as a ratio of 1 FTE for every 200 sworn positions in the Department. The ratio was developed by comparing range-master functions in other large metropolitan agencies.

For Range-related training at the Academy, POST certification requirements mandate an instructor-to-recruit ratio of 1:3. For in-service firearms qualification and training, a ratio of 1:5 is required. Testing and training is scheduled and does not occur concurrently, and so staffing for the Range unit is based upon the number of sworn members in the Department. However, it is important to note that the workload of the Range fluctuates based on Academy classes.

Academy Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Range	12	12	0			
Sergeant	1	1	0			
Officer (Lake Merced)	8	8	0			
Officer (Airport)	3	3	0			

Staffing Methodologies by Position

- One Sergeant oversees the unit. Due to the leadership duties of this position, it is classified as non-scaling in this analysis.
- Staffing for Officers that manage Range operations and train and certify members is established based on a ratio of 1 Range staff member to 200 sworn members in the Department. As of September 2021, there were 2,124 sworn members citywide and at the Airport (both full duty and less than full duty). Using the ratio-based methodology, the Project Team determined that 11 Officers are needed to staff the Range. These Officers are split between the citywide Range at Lake Merced and the Airport Range.
- There is a part-time retiree that assists with administrative tasks in the unit.

Basic Recruit Course

The Basic Recruit Course operates all components of the training academy for Recruit Officers. Basic Recruit Course includes the Recruit Training Office (RTO) as well as the two specific training sections: Physical Fitness/Defensive Tactics (PT/DT) and Emergency Vehicle Operations Course (EVOC).

SFPD runs multiple training classes per year, with the full Basic Recruit Course for new Officers lasting 1,240 hours (roughly 10 months) and the course for lateral officers lasting eight weeks. In fiscal year (FY) 2020, SFPD ran four Basic Recruit Courses and in FY 2021, SFPD ran two Basic Recruit Courses. FY 2020 and FY 2021 in particular were both heavily impacted by the 2020 hiring freeze. In FY 2019, SFPD ran four Basic Recruit Courses and it may be reasonable to assume that this is the best representation of the number of classes the Department will hold going forward. Staffing figures for the units in this section are generally determined using the number of Academy classes operating concurrently and/or the number of Recruit Officers currently in the Academy.

Recommended staffing for Basic Recruit Course is below, followed by a discussion of each unit. Basic Recruit Course is overseen by a Lieutenant (denoted in the Administration section below) who serves as the Officer in Charge (OIC) of the unit and is hence classified as a non-scaling position in this analysis.

Basic Recruit Course						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0			
Recruit Training Office (RTO)	6	6	0			
PT/DT	4	4	0			
EVOC	3	3	0			
BRC TOTAL	14	14	0			

Recruit Training Office (RTO)

Recruit Training Office (RTO) is responsible for coordinating, managing, and operating the training academy for all new sworn personnel. In addition to overseeing all training- and qualification-related activities, RTO includes specific training academy sections: Scenarios and Reporting Writing.

Over the past four years 2017 – 2020, the average number of Recruit Officers in each Recruit Class has declined from roughly 50-55 in 2017 and 2018 to roughly 30-35 in 2019 and 2020. This is due partly to the 2020 hiring freeze and partly due to various social, regional, and economic factors that have presented challenges in hiring and recruiting potential law enforcement candidates. For the purpose of this analysis, the Project Team uses a Recruit Class size of 35 entering Recruit Officers and approximates four Recruit Classes per year, with the potential for two Academy classes to be run concurrently. These figures align with current trends and with historical data from the last four years.

Basic Recruit Course						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Recruit Training Office	6	6	0			
Sergeant	2	2	0			
Officer	4	4	0			

Staffing Methodologies by Position

- Two Sergeants serve in leadership roles. One Sergeant is the Basic Coordinator and is responsible for managing and supervising both the training officers and the Recruit Officers as well as instructing when needed. One Sergeant serves as both the Scenario Manager and the Report Writing Instructor, overseeing the programs, the training Officers within, and the Recruit Officers when they are receiving instruction in these specific areas. Due to the unique managerial responsibilities of these roles, they are classified as non-scalable.
- Officers serve as the Scenario Evaluators and Report Writing Instructors. These duties occur periodically throughout the year when testing occurs and are scheduled far in advance; these Officers are also responsible for assisting with instruction. The current POST-approved safety policy mandates one training officer per 25 Recruits. Therefore, Officer staffing is determined using a ratio-based methodology. One Officer provides assistance in the management of Recruit Officers, instructs courses as needed, and is responsible for all data entry and coordination with POST. This position is classified as non-scalable in this analysis.

Physical Training and Defensive Tactics (PT/DT)

PT/DT manages physical training and defensive tactics training for Recruit Officers and manages and coordinates ongoing physical testing and training for in-service members.

Unit responsibilities in defensive tactics training for Recruit Officers includes researching, generating, and implementing lesson plans on arrest and control; staying current on and instructing POST-mandated topics and procedures in physical training/defensive tactics, impact weapon, weaponless defense, and force options; and reviewing reported uses of force to update or amend training, study trends, and report findings. Standards for instructor-to-student ratios for most defensive tactics techniques are mandated in POST guidelines, requiring one training officer for 17 Recruit Officers in physical training and one training officer for 16 Recruit Officers for defensive tactics. Some high intensity defensive activities require a 1:1 ratio; however, each course is broken down and rotated accordingly such that all Recruit Officers are receiving the necessary attention and training. To account for these ranges, the Project Team utilizes a ratio of one training officer to 12 Recruit Officers for the purpose of this analysis.

For in-service personnel, the unit provides continued professional training (CPT). The unit is responsible for developing the curriculum, which incorporates updates to case law, force case studies, and resultant changes to the defensive tactics techniques and protocols instructed to and used by sworn members in the Department.

On the physical training side, the unit coordinates and administers physical fitness exams for both Recruits and in-service personnel. For Recruits, the POST battery outlines five different tasks that must be completed successfully within a certain timeframe: 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 and members are tested twice per year.

Basic Recruit Course						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
PT/DT	4	4	0			
Sergeant	1	1	0			
Officer	3	3	0			

Staffing Methodologies by Position

- A Sergeant serves as the Officer in Charge (OIC) of the unit and staffing is determined using the non-scaling methodology.
- Officers instruct on defensive tactics and administer physical fitness testing and training. Staffing is determined using a ratio-based methodology of one training Officer per 12 Recruit Officers and approximately 35 Recruit Officers per class.

Emergency Vehicle Operation Course (EVOC)

EVOC trains all Recruit Officers on the POST- and state-mandated EVOC course and conducts all in-service EVOC training. Roughly five years ago, Recruit Officers began to experience difficulty passing the EVOC component of the Basic Recruit Course due to generational shifts in driving and other factors. Since then, EVOC has expanded its curriculum and instruction and now the Department's EVOC course is 104 hours, above the state minimum of 40 hours. The EVOC unit also develops and administers training for the Department's in-service members, including developing additional training on pursuits. As of January 1, 2022, Advanced Officer (AO) training for in-service members will require a minimum of four hours of behind the wheel training.

The EVOC unit is managed by a Sergeant and includes two full-time Officers. Given the current course structure and resource demands, the unit utilizes overtime: 8-10 part-time instructors teach Recruit Officers the EVOC course, which includes skill instruction and testing in a variety of techniques that must be completed within time limits to simulate high stakes situations, such as completing safe U-turns, forward and backward slalom, reverse parking in stalls, and T-turns.

Utilizing part-time staff is efficient for many reasons: additional Recruit Officer practice and re-testing is often conducted outside of regular work hours, on weekends, and same for some in-service training, in order to accommodate members on midnight shifts. Moreover, there are specific training and testing time periods for EVOC over the course of the Basic Recruit Course and it may not be necessary to have full-time trainers assigned to EVOC. On the other hand, trainer availability is dependent on member schedules and using overtime may not be a viable or desired solution. For the purpose of this analysis, the

Project Team assumes the current model, with the recommendation that the Department continue to assess the full-time versus part-time staffing model for administering mandated EVOC training.

Basic Recruit Course						
	<i>SWORN</i>			<i>CIVILIAN</i>		
	Current	Recommended	Need	Current	Recommended	Need
EVOC	3	3	0			
Sergeant	1	1	0			
Officer	2	2	0			

Staffing Methodologies by Position

- One Sergeant serves as the Officer in Charge (OIC) of the unit, supervising the Officers and trainers. Staffing is determined using the non-scaling methodology.
- Officers are responsible for coordinating and administering training for Recruit Officers and in-service training for members as well as subject matter expert (SME) tasks such as reviewing pursuits and Code 3 driving responses and reviewing all officer-involved collisions. Within the current unit structure and model, staffing is determined using the non-scaling methodology based on the unique expertise these members provide to Department training and operations.

Staff Services Division

The Staff Services Division includes several units that provide a broad range of administrative functions that support the Department. Staff Services contains the following units:

- **Medical Liaison**, which reviews and processes all Department member health and medical claims and serves as liaison and coordinator for a range of medical support services;
- **Background Investigations (“Backgrounds”)**, which manages and conducts background investigations for candidates seeking employment with the Department and for vendors seeking to do business with the Department;
- **Payroll**, which conducts payroll for the Department, including bi-weekly payroll processing and payroll adjustments;
- **Behavioral Science**, which 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;
- **Recruitment**, which performs various activities including conducting outreach in the community, administering workshops, and providing education services in order to recruit quality applicants to apply for the Police Officer position;
- **Personnel**, which provides human resources support for the Department in collaboration with the City’s Department of Human Resources, with tasks including processing the onboarding and termination of employees;
- **Staffing and Deployment**, which conducts special projects and analysis on a broad range of topics including high-level Department staffing indicators and Department operations in order to drive data-driven decision-making amongst Department and City leadership.

Recommended staffing for the Staff Services Division is shown in the table below, and the following sections provide an overview of the duties and responsibilities of each unit.

Staff Services Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	2	2	0	1	1	0
Medical Liaison	1	1	0	4	5	+1
Background Investigations	4	5	+1	23	23	0
Payroll				9	9	0
Behavioral Science	5	5	0			
Recruitment	4	3	(1)	1	3	+2
Personnel				9	9	0
Staffing and Deployment	3	3	0	2	4	+2
DIVISION TOTAL	19	19	0	49	54	+5

Staff Services – Administration

The Staff Services Division is overseen by a Captain with assistance from a Lieutenant who directly manages the units in the Division. The Captain is supported by a Secretary position. Given the unique leadership duties of the Captain and Lieutenant and the administrative role of the Secretary, staffing for these positions is determined using the non-scaling methodology.

Staff Services Division - Administration						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	2	2	0	1	1	0
Captain	1	1	0			
Lieutenant	1	1	0			
Secretary				1	1	0

Medical Liaison

The Medical Liaison unit is responsible for managing medical and health claims for Department members. This entails reviewing, processing, and monitoring medical claims, medical records, substance abuse testing, and disability leave. The Project Team learned during interviews with the unit that well over 100 employees are on some sort of medical leave or temporary modified accommodation at any one point and that this number has increased due to the ongoing Covid-19 pandemic.

Medical Liaison						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	2	+1
Sergeant	1	1	0			
Management Assistant				0	1	1
Clerk				1	1	0
Physician Specialist				1	1	0
Police Physician				1	1	0
ADA Coordinator				1	1	0
EO Programs Senior Specialist				1	1	0
Benefits				1	1	0
Benefits Technician				1	1	0

Medical Liaison is overseen by a Sergeant who has previously received assistance from an Officer (though at the time of this analysis the Officer position remains vacant). The Project Team recommends that Medical Liaison utilize a professional staff member in the Management Assistant classification to assist the Sergeant with day-to-day management of the unit. Per the Management Assistant job requirements, someone in this classification would have the skills necessary to assist with record keeping and reporting, to manage office operations, and conduct special projects as needed.

Other than the Sergeant, Medical Liaison is staffed with professional staff: Clerk, Police Physician, Equal Employment Opportunity (EEO) Specialist, and Benefits Technician. Based on the specialized functions of each position in the unit, staffing is determined using the non-scaling methodology. The Department should look to evaluate sworn versus non-sworn supervision for this unit of specialty medical staff. There is

no legal requirement or best practice for sworn supervision and this is an area simply for Department consideration. Moreover, the Project Team recommends that the Medical Liaison unit monitor and record data and information on service delivery so that workload metrics may be utilized in future analyses.

Background Investigations

Background Investigations (“Backgrounds”) conducts background investigations on all applicants, sworn and non-sworn, who are seeking employment with the San Francisco Police Department. Backgrounds also conducts investigations on external parties (e.g., consultants) that seek to do business with the Department. The unit relies heavily on part-time retired sworn members who serve as investigators and hence these members are included in the discussion here, whereas in other sections part-time retirees are not addressed specifically in the analysis. Generally, background investigations for potential sworn hires are conducted by sworn members in the unit, supplemented with assistance from part-time retirees. Background investigations of potential non-sworn hires are often conducted by an external backgrounding company. Clerks in the unit generally take on background investigations for contractors and vendors in addition to their administrative duties.

The City and the Department have worked jointly to initiate an increased non-sworn presence in Background Investigations. The Department of Human Resources and SFPD worked together to create the non-sworn classification “Background Investigator,” and this classification became officially active in October 2019. The unit conducted interviews and was in the process of hiring some full-time individuals into the Background Investigator classification, but due to the Covid-19 pandemic and the 2020 hiring freeze, no full-time professional staff were hired. All part-time retirees that join the unit are now hired into this classification and the unit consists of primarily part-time Background Investigators with minimal sworn presence.

Background Investigations						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	2	+1	3	3	0
Sergeant	1	2	1			
Principal Clerk				1	1	0
Clerk Typist				2	2	0
Background Investigations	3	3	0	20	20	0
Officer Part-time Investigator	3	3	0	20	20	0

Staffing Methodologies by Position

Supervisor(s): Background Investigations is overseen by a Sergeant who is responsible for supervising sworn and non-sworn investigators; triaging, assigning, and reviewing all cases; attending hiring meetings; and approving all conditional offer of employment (COE) letters. For this supervisory position, staffing can be determined using the ratio-based span of control methodology set at 1:7. If part-time Background Investigators are considered 0.5 FTE, the calculated number of investigators is 13, warranting an

additional supervisor in the unit. The Department should assess the implications of sworn versus non-sworn supervision in the future.

Investigators: Staffing for sworn and non-sworn investigators is determined using a workload-based methodology based on the number of sworn candidate background packets received annually and the time required to work each background packet.

- In 2019, Background Investigations received 567 sworn background packets. In 2020, the unit received 201 packets, a significant reduction due to the Covid-19 pandemic, the hiring freeze, and the George Floyd civil unrest and continually changing public perception of law enforcement. For the purposes of this analysis, it makes sense to develop a composite figure. Over the past five years, law enforcement applications have been trending downward, yet given the unprecedented events of 2020, it seems unlikely that applications will remain at that level. Therefore, the Project Team uses the estimate of 450 applications in this analysis, and the calculations for Investigation staffing is shown below.

Background Investigations Staffing	
# of Background Cases	450
Average Hours per Case	40
Workload Hours	18,000
Total Hours to Staff	18,000
Average Net Available Hours/Part-time	600
# Part-time Investigators	20
Total Part-time Net Available Hours	12,000
Workload Balance after Part-time	6,000
Average Net Available Hours/Full-time	1,760
Full-time Positions Required <i>(in addition to part-time)</i>	3

Clerks: The unit clerks undertake a broad range of administrative responsibilities related to tracking candidate information. Moreover, the Principal Clerk is responsible for conducting background investigations on external vendors. Given the unique responsibilities of these positions, staffing is determined using the non-scaling methodology.

Recommendations and Considerations

- **The Department should determine a comprehensive plan for employee classifications and long-term priorities and structure of the unit.** There are advantages and disadvantages to utilizing part-time Background Investigators. On one hand, staffing can be relatively easily scaled up or down based on caseload volume. On the other hand, part-time investigators inherently work reduced workweeks and this may impact the unit's ability to conduct investigations timely. Moreover, this structure necessitates having multiple investigators working on one background, which requires additional coordination and supervisory effort. Under the current model, a comprehensive candidate tracking system is imperative.

- The Department should prioritize the implementation of a comprehensive information management system for tracking caseloads, candidate progress, and unit performance metrics. Such a system will enable multiple investigators to work on a single case if necessary without disrupting operations as well as enable the unit supervisor to seamlessly monitor candidate progress through the system. In the highly competitive applicant pool, such a system will enable the unit to understand pain points in conducting timely investigations and identify situations in which more resources are needed to adhere to service delivery standards. Such a system will facilitate internal tracking and coordination and enable decision-making as needed.

Payroll Unit

Clerks in the Payroll unit are responsible for processing the bi-weekly payroll and making manual adjustments to time and payroll records for the whole Department. Payroll audits records, resolves problems, and facilitates solutions to all payroll-related questions and issues.

Payroll Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration				2	2	0
Manager				1	1	0
Clerk Typist				1	1	0
Payroll				7	7	0
Chief Payroll Clerk				1	1	0
Payroll Clerk				6	6	0

Staffing Methodologies by Position

- The Payroll unit is overseen by a Manager and supported by a Clerk Typist. Both positions provide specialized expertise – leadership and administrative duties for the unit, respectively – and staffing is therefore determined using a non-scaling methodology.
- Payroll Clerks conduct the key work of the unit. There is one Chief Payroll Clerk, who supervises the Payroll Clerks but also conducts direct payroll-related work and is therefore include in the Clerk count. In line with previous studies, staffing for Clerks is determined using a ratio-based methodology that scales based on the size of the Department: one Payroll Clerk per 400 employees. As of September 2021, there were 2,865 active employees in the Department, indicating that staffing for Payroll is sufficient to handle the unit’s workload.

Behavioral Science Unit (BSU)

The Behavioral Health Science Unit (BSU) is available 24/7 to both sworn and non-sworn Department members to provide support and assistance in both work-related and off-duty health and wellness. BSU staff manages mental health and peer support programs, including services to help staff manage stress, depression, or unhealthy habits, such as alcohol dependency. Workload for the unit has increased significantly over the last few years due to the Covid-19 pandemic and the George Floyd civil unrest. The City has an Employee Assistance Program (EAP) for general City employees that serves as a resource for Department members; the SFPD BSU program provides law enforcement-specific support, services, and insight, which is why sworn members are necessary in these positions.

Behavioral Science Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
BSU	5	5	0			
Sergeant	1	1	0			
Officer	4	4	0			

BSU serves a unique role for the Department and therefore staffing is determined using the non-scaling methodology. The Department should periodically assess current events and how external factors impact the BSU workload. The Project Team recommends that BSU implement a system for tracking caseloads and average time spent on each case, as well as time spent providing proactive support (e.g., support groups), so that a workload-based methodology may be utilized in future analyses.

Recruitment Unit

The SFPD Recruitment Unit (RU) conducts outreach to potential candidates and participates in annual recruitment events locally and outside of San Francisco/Bay Area. The unit recruits Entry-Level Police Officers, Lateral Police Officers, Reserve Police Officers, Police Interns, Police and PAL Cadets. The focus of many recruitment efforts is to establish a diverse and equitable Police Department that mirrors the local San Francisco environment and population. In tandem with the overall goal of recruiting qualified and diverse candidates, the RU has prioritized mentorship and applicant outreach efforts that improve success rates in the initial testing components of the Police Officer application process. This process is administered by the City's centralized Department of Human Resources (DHR).

The high-level mission of a recruitment unit is to increase the number of potential candidates available to fill positions in a 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, and
- The three-year average total of sworn resignations, terminations, and retirements.

As of September 2021, there were approximately 150 sworn vacancies in the Department and over the past three fiscal the average attrition figure is 100 per year (retirements, resignations, and terminations, not including training attrition), which sums to a figure of 250. In order adequately address these needs, the staffing target ratio is set at 1 FTE per 50, where the ultimate figure is 250, the sum of vacancies and average attrition (resignations, terminations, and retirements). This ratio indicates that RU should be staffed with five individuals, a mix of sworn and non-sworn recruiters. It is important that the Department staff the unit with sworn members so that potential recruits can ask sworn, uniformed personnel about the experience of being a police officer at the many events and points of contact that RU has with potential applicants. For some events, RU can utilize sworn members from outside the unit, but it is important that the unit have core sworn members for coverage and continuity.

Recruitment Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
RU	4	3	(1)	1	3	+2
Sergeant	1	1	0			
Officer	3	2	(1)			
Recruiter				1	2	+1
Media Programming Specialist				0	1	+1

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 to reach younger generations. SFPD is working with an outside vendor to increase its media presence. The Project Team learned through interviews that RU has a need for a Media Programming Specialist to interface with the vendor, conduct in-house media productions, and manage social media for the unit.

Human Resources/Personnel

Personnel staff are responsible for administering a range of human resources related processes, including processing new hires, promotions, leaves of absence, separations, personnel file maintenance, and custodian of secondary employment application documents. This Unit also participates in and advises upon negotiations and implementation of Collective Bargaining Agreements with various local employee representative groups covering Department employees; however, in the last few years, the Department created a Labor Relations Office in the Office of the Chief of Staff to lead negotiations and interface with unions that represent Department members.

The Academy to Innovate HR (AIHR) describes various factors in determining best practice HR to employee ratio, including organizational size, the role of the organization's HR unit, and industry. A ratio of one HR employee to 300 full-time equivalent positions is appropriate for SFPD given these considerations. First, SFPD is considered a large organization, and there are economies of scale gained through standardized processes and automation. Second, HR/Personnel is not directly responsible for some functions that HR units in other organizations are often responsible for, including professional development, retirement and benefits administration, labor relations, and recruitment. Other units in the Department and the City's centralized Department of Human Resources (DHR) are tasked with leading these functions. All staff members in HR/Personnel serve unique functions in the human resources space and are considered in the ratio-based calculation. As of September 2021, there were 2,725 full-time equivalent (FTE) employees in the Department (not including part-time or temporary employees). Using the ratio-based methodology to determine staffing indicates that the HR/Personnel time is adequately staffed to provide the designated personnel services to the Department.

Human Resources/Personnel						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Human Resources				1	1	0
Manager				1	1	0
Personnel				8	8	0
Senior Personnel Analyst				3	3	0
Personnel Analyst				1	1	0
Personnel Technician				1	1	0
Personnel Clerk				1	1	0
Clerk				2	2	0

Staffing and Deployment Unit

The Staffing and Deployment Unit (SDU) was formed in April 2018 to manage all personnel movement within the Department; to track, monitor, analyze, and present all staffing-related metrics to internal and external stakeholders; and to conduct special projects and operational analytics as requested by Command Staff. SDU was created per SFPD Chief’s vision to have one neutral entity responsible for overseeing personnel movement in the Department and to facilitate the ongoing tracking and reporting of key metrics to drive data-driven decision-making related to high-level Department staffing. **Since 2018, SDU’s scope has increased significantly to include extensive ongoing reporting, operational analyses for other units in the Administration Bureau, and numerous special projects, the largest of which is the comprehensive staffing analysis mandated by Proposition E.**

Example ongoing operations and initiatives of the unit are shown below.

Staffing and Deployment Initiatives
<i>Example Ongoing Tasks</i>
Coordinate and execute personnel transfers bi-weekly Update and develop staffing management dashboards for bi-weekly presentation to Assistant and Deputy Chiefs Update and maintain staffing information in Human Resources Management System (HRMS) Facilitate bi-weekly meeting with Assistant and Deputy Chiefs, conduct follow up as needed
<i>Example Large Projects</i>
Proposition E - Comprehensive staffing analysis of the San Francisco Police Department Develop and author the Department's Diversity Strategic Plan [completed as part of CRI] Position Control Numbers - Technical initiative to classify all employees and employee positions in the Department
<i>Example Special Projects</i>
Patrol schedule research and development, initially for operational improvement and subsequently for Covid-19 Exposure tracing, leave tracking, and vaccine tracking throughout Covid-19 pandemic Promotional impact assessment(s)
<i>Example Analytical Projects for Other Units in Administration Bureau</i>
Large-scale analysis of Academy graduation rates and release and resignation factors Analyses on specific Recruit Classes Ongoing hiring meeting summary development for Background Investigations Ongoing reporting and SmartRecruiter involvement with the Recruitment Unit

Over the last three years since its inception, SDU has assumed the role of an analytical unit for Staff Services and the Administration Bureau in addition to the analytical work conducted for all staffing-related projects and requests. SDU has conducted ongoing and ad hoc analyses for Recruitment and the Department of Human Resources Public Safety Team, Background Investigations, and the Academy. Moreover, SDU has developed detailed dashboards for these units that promote ongoing data-driven decision-making. There is no shortage of analytical work and projects, and what SDU can produce is based entirely on resource availability. For its initial two years, SDU had only one Senior Administrative Analyst yet its scope continued to expand as project opportunities became apparent.

Voters passed Proposition E (“Prop E”) in November 2020, mandating that SFPD prepare a comprehensive staffing analysis of the entire Department every odd year for consideration by the Police Commission. SDU is tasked with conducting the Prop E staffing analysis, a massive undertaking requiring complex quantitative data analysis, qualitative interviews, and extensive information synthesis. As a result

of this significant and important project, all SDU analytical projects were put on hold and additional analysts were assigned to the unit, leaving their respective units with limited resource availability. Due to the prioritization of the staffing analysis project and the resource availability in SDU, the following long-term projects were put on hold:

- In-depth analysis on re-developed *exit interview data* to inform *retention strategies*
- Creating and analyzing cohort dataset on *end-to-end candidate data*, from initial contact with the Department of Human Resources (DHR) to point of resignation, release, or continuation with the Department to *better understand current attrition rates in the Academy and Field Training*
- Transitioning comprehensive staffing metric Tableau dashboards into the Department's Oracle BI system in an effort to *house Department dashboards in one system*

SDU has a significant backlog of important projects and is also currently unable to provide ongoing support to other units in Staff Services and the Academy as was the case prior to the staffing analysis; however, even before the staffing analysis, SDU's analytical scope extended beyond the unit itself and bandwidth was overwhelmed.

Recommendations and Considerations

- **As the analytical arm of SDU is distinct from its operational duties, the Project Team recommends building out the analytics side of SDU with additional official responsibilities and staff.** First, the Department should consider modifying SDU's structure so that a Manager-level position leads all analytical projects and initiatives for the Administration Bureau and for Staff Services. A professional staff leadership position would promote continuity in the unit and would also be the appropriate classification for an individual responsible for long-term planning, project management, personnel management, and analytical execution. Second, additional analytical staff would enable SDU to provide ongoing analytical support to other units in Staff Services and in the Administration Bureau; all work would be directed by Manager-level position. Shared work responsibility for three additional Senior Administrative Analysts may take the following form:
 - One Senior Administrative Analyst would focus predominantly on long-term SDU projects and ongoing reports
 - One Senior Administrative Analyst would focus on providing project work and analytical support to SFDHR/Recruitment and Backgrounds and assist with SDU projects as needed
 - One Senior Administrative Analyst would focus on the Academy Division (Basic Recruit Course and Field Training) and respond to PRAs and other internal and external requests
- **The Department should determine how to execute Proposition E ongoing.** The Proposition calls for a report every odd year. The Department should determine how to make the reporting process relevant and sustainable, and the Department the City must factor the work here into ongoing resource conversations and decisions.
- **SDU should determine methodologies for quantifying workload to be used in future analyses.** Tracking projects and estimated hours required may be one such method. The Manager-level position should invest time and effort into determining performance metrics for the unit.

Staffing and Deployment Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
SDU	3	3	0	2	4	+2
Lieutenant	1	1	0			
Sergeant	2	2	0			
Manager				0	1	1
Administrative Analyst				1	3	2
Personnel Analyst				1	0	0

At this time, all positions in the unit are classified as non-scalable. The Lieutenant serves as the Officer in Charge (OIC) of the unit, and the two Sergeants have unique duties and areas of specialized expertise (transfers and liaising with personnel-related information systems, respectively). A Principal Administrative Analyst (noted in "Admin Analyst" above) oversees all analytical projects of the unit, including the Proposition E staffing analysis; manages the Personnel Analyst; and performs a variety of ongoing analytical tasks such as maintaining staffing dashboards for the Assistant and Deputy Chiefs. The Personnel Analyst conducts a wide variety of analytical tasks for SDU and numerous other units in the Bureau and the Department on topics such as recruiting and backgrounds, separations, various Covid-19 metrics, and others. Given the nature of the work performed, the Personnel Analyst would be more appropriately classified as a Senior Administrative Analyst.

Crime Information Services Unit (CISU)

The Crime Information Services Unit (CISU) is composed of two Divisions and is responsible for the management of records, property control, and crime analysis. According to regulations and mandates, CISU maintains a database for all stolen, lost, and recovered property entered into evidence, as well as property destroyed. The unit maintains all evidence and found property in a secure facility and compiles statistics and performs analysis of Department resources. Recommended staffing for CISU is presented below.

Crime Information Services Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
CIS - Admin	1	1	0	1	1	0
Records Division	6	1	(5)	18	27	+9
Property Control Division	10	10	0	16	18	+2
DIVISION TOTAL	17	12	(5)	35	46	+11

CISU - Admin

CISU is divided into the Records Management Division and the Property Control Division. A Captain oversees the two Divisions and is supported by a Clerk and two Lieutenants who manage their respective Divisions. In prior years, CISU had three Sergeants and two Chief Clerks who were assigned to oversee daily operations and provide training; however, those positions are currently vacant. The Admin Team is responsible for supporting administrative duties, serving as a liaison for Department projects, as well as distributing and overseeing staff workload. For the purpose of this analysis, the Admin positions are considered as unique and not scalable to any workload measures.

Crime Information Services - Admin						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
CISU - Admin	1	1	0	1	1	0
Captain	1	1	0			
Clerk				1	1	0

Records Management Division

The Records Management Division is responsible for the collection, storage, and distribution of all incident reports. These reports are submitted by Department members, outside agencies, and by members of the public using the Department's website (CopLogic) and/or the City's 311 system. Records Management also keeps and maintains historic records, with the added responsibility of ensuring that all digital records are searchable and available to be used for statistical and investigative purposes. Another essential duty is maintaining the front window, which requires a supervisor to be present to approve requests and respond to potentially hostile citizens and/or requests that cannot be filled. Additionally, the Division also serves as the administrator for some of the software programs that the Department uses, including GovQA, CopLogic, and Laserfiche. Recommended staffing for the units in the Records Management Division is shown below.

Crime Information Services Unit (CISU)						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Records Management Division						
Records - Admin	1	1	0	0	3	+3
Report Request Team	2	0	(2)	10	12	+2
Data Entry Team	0	0	0	2	2	0
LIAS	1	0	(1)	4	6	+2
Background & Mailroom	1	0	(1)	1	2	+1
Firearms Team	1	0	(1)	1	2	+1
DIVISION TOTAL	6	1	(5)	18	27	+9

Recommendations and Considerations

The Records Management Division faces many challenges due to the lack of supervisory staff which limits efforts put toward staff development and training. The Division is currently staffed with five Officers (not including the supervisory Lieutenant, there are two permanent and three temporary modified duty) and 18 clerks. In practice, many of the staff members are cross-trained in the areas listed below but have primary assignments and responsibilities. Previously there was one Sergeant and two Chief Clerks who provided oversight of the Division. However, all three of those positions are currently vacant which requires the CISU Captain and Records Division Lieutenant to take on additional responsibilities for oversight of daily operations.

All tasks performed by the Records Management Division can be performed by civilian staff. This is a civilian unit composed predominantly of Clerks who are used interchangeably. However, there are some Officers assigned to the Division. Some are on temporary modified duty (TMD) and are placed here due to activity restrictions, but there are also several Officers who hold a permanent assignment. There is an opportunity to civilianize these positions and utilize the sworn members in other areas of the Department as civilian/professional staff are capable of serving the same functions.

Staffing Methodologies by Position

- A span of control methodology is applied to the three supervisory positions (previously a Sergeant and two Chief Clerks), each requiring one full-time position for every 10 direct reports. Based on recommended staffing levels (24 clerks) and the recommendation to civilianize the entire Division, Records Management will require the addition of three Chief Clerks to oversee daily operations. Currently there is no supervisory staff, aside from the Captain and Lieutenant. Filling these positions will allow for cross training and provide direct supervision across the Division.
- A workload-based methodology is used to determine staffing levels for some of the positions in Records Management. For the purposes of this analysis, the workloads from these areas of responsibility are aggregated together to determine staffing levels for the Division and is reflected in the table below, and additional relevant detail, where needed, is provided in the following unit sections. The mailroom and external background requests are excluded as those positions are unique and defined as non-scalable.

Assignments	Workload Measures	Volume (2019)	Time per Task (mins)	Total Hrs
Report Request Team	# of Report Requests	43861	15	10965
Report Request Team	# of External Agency Requests	459	30	230
Data Entry Team	# of Data Entry Reports	12362	10	2060
LIAS	# of LIAS Documents	172067	5	14339
Firearms FCN Processing	# of Firearm FCNs Processed	933	15	272
		2320	*1	
TOTAL HRS				27866

* New technology has improved firearms FCN processing times

I. Records Management – Admin

Records Management Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Records - Admin	1	1	0	0	3	+3
Lieutenant	1	1	0			
Chief Clerk				0	3	+3

The Records Management Admin Team has an immediate need for supervisory support. Previously there were two Sergeants who provided oversight for the sworn members within the Division but currently there is only one Lieutenant who is responsible for supervising five Officers and 18 Clerks within Records Management. The Lieutenant being heavily involved in the day-to-day operations has limited the overall capacity of the sub-units and is not feasible for the long-term. As mentioned above, with the recommendation to civilianize the Records Management Division, there will be an immediate need to hire three Chief Clerks.

II. Report Request Team

Records Management Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Report Request Team	2	0	(2)	10	12	+2
Officer	2	0	(2)			
Clerk				9	11	+2
PSA Supervisor				1	1	0

Staff assigned to the Report Request Team are responsible for fulfilling any report requests from members of the public, outside agencies, and insurance companies. Recent technological upgrades have enabled the unit to receive requests electronically, as well as by phone or mail. Currently there are two Officers, nine Clerks and one PSA Supervisor assigned to the Report Request Team. **The Project Team recommends civilianizing the two Officer positions and converting them to two Clerks. The Officers can be utilized in other areas of the Department that requires their institutional knowledge.**

III. Data Entry Team

Records Management Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Data Entry Team	0	0	0	2	2	0
Clerk				2	2	0

Staff assigned to data entry are responsible for entering stolen and/or lost and found property into the California Law Enforcement Telecom System (CLETS) and entering reports from outside agencies. The process has become more efficient due to technology upgrades and is supported by officers on the night duty data entry team. Currently there are two Clerks assigned to the Data Entry Team and no staffing changes are recommended.

IV. Laserfiche Imaging Archive System (LIAS)

Records Management Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
LIAS	1	0	(1)	4	6	+2
Officer	1	0	(1)			
Clerk				4	6	+2

Staff are responsible for scanning and entering traffic reports, evidence sheets, and crime lab reports into the Laserfiche Imaging Archive System (LIAS). The team is also responsible for the sealing of court documents and supporting requests from external law enforcement agencies. A technological upgrade now allows some reports to be automatically uploaded where there had previously been a need for manual processing. The LIAS team is currently staffed with one Officer and four Clerks. **Based on the aggregated data presented above, the Project Team recommends the addition of one Clerk to support the LIAS Team, and one Clerk to replace the current Officer position.**

V. Firearms Team

Records Management Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Firearms Team	1	0	(1)	1	2	+1
Officer	1	0	(1)			
Clerk				1	2	+1

The Firearms Team is responsible for entering stolen and/or lost records regarding firearms into the California Law Enforcement Telecom System (CLETS) and entering reports from outside agencies. Currently there is one Officer who enters firearms data into the CLETS system and generates a monthly report, and one Clerk who audits the Officer’s entries and scans e-trace gun purchase records. **The Project Team recommends civilianizing the Officer position and converting it to an additional Clerk who can serve the same function.**

VI. Mailroom and External Background Requests

Records Management Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Background & Mailroom	1	0	(1)	1	2	+1
Officer (Backgrounds)	1	0	(1)			
Clerk (Backgrounds)				0	1	+1
Clerk (Mailroom)				1	1	0

Mailroom and external background requests are also functions within the Records Management Division, each of which requires on full-time employee. The mailroom duties are assigned to one Clerk and external background requests from other law enforcement agencies are assigned to one full-time Officer. **The Project Team recommends civilianizing the Officer assigned to Backgrounds and converting this position to a Clerk position.**

Property Control Division

The Property Control Division is responsible for maintaining and processing all property and evidence that is entered into the custody of the San Francisco Police Department. The Division also handles evidence for SFPD investigations and ensures that evidence is barcoded and entered into the Evidence on Q system. This includes the collection, storage and tracking of all evidence including guns, narcotics, and cash, from District Stations and other units. The Division maintains the important chain of custody for all evidentiary items at various locations and is also responsible for researching and returning lost or stolen items that are processed. A recent organizational restructuring moved the Supplies Unit from the Fiscal Division to Property Control. A supervising Lieutenant has oversight over the Property Control Division, which is currently composed of nine Officers (four full-duty, five temporary modified duty), 19 Storekeepers, one Clerk, and 10 part-time Officers (960s).

Crime Information Services Unit (CISU)						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Property Control Division						
Property - Admin	1	2	+1	0	0	0
Front Counter	2	3	+1	2	4	+2
Firearms Processing	3	1	(2)	2	2	0
Narcotics	1	2	+1	0	0	0
Holds and Destruction	2	2	0	1	1	0
Lost and Found	1	0	(1)	1	1	0
Parcel	0	0	0	1	1	0
Equipment Disbursal	0	0	0	1	1	0
Overflow Warehouse	0	0	0	4	4	0
Supplies Unit	0	0	0	4	4	0
DIVISION TOTAL	10	10	0	16	18	+2

Recommendations and Considerations

The Property Control Division is in the process of preparing for its pending relocation before which all items will need to be barcoded or disposed of. Thousands of old cases will need to be reviewed to determine if property can be disposed of and support is also needed with barcoding, destruction, packing, and evidence transport. The magnitude of this project alone will require significant staffing which Property Control will not be able to handle on its own without disrupting daily operations. The Project Team recommends the addition of part-time Officers (960s) and/or utilizing Officers who are on Temporary Modified Duty (TMD) to provide support.

Full duty Officers within Property Control have specialized assignments while civilian staff within the Division are cross trained and share responsibilities of the core functions described below.

I. Property Control – Admin

Property Control Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Property - Admin	1	2	+1	0	0	0
Lieutenant	1	1	0			
Sergeant	0	1	+1			

Currently there is only one supervising Lieutenant to oversee the Property Control Division. There is an immediate need for a Sergeant to support daily operations, cross-train staff, and facilitate various projects and tasks such as the Division's relocation project. Applying the span of control methodology, the Project Team recommends the addition of one Sergeant to take on supervisory duties. Sworn staff members are needed to supervise the handling of evidence and property.

II. Front Counter

Property Control Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Front Counter	2	3	+1	2	4	+2
Officer	2	3	+1			
Storekeeper				2	4	+2

Full duty Officers and Storekeepers are responsible for the initial collecting, sorting, categorizing, and data entry of all property and evidence being received and released. Officers conduct daily runs to the 10 District Stations and other units to collect evidence and handle items are also dropped off throughout the day. This team requires full-duty (armed) Officers to handle evidence and property which often includes firearms. With the implementation of Evidence on Q, all items are now being tracked through barcodes.

Currently there are two full-duty Officers and two Storekeepers assigned to handle the duties of the Front Counter. A workload-based methodology is applied to determine staffing for this sub-unit and uses the following measures from 2019 to determine appropriate staffing levels: 10 hours per day for daily station runs (collection and data entry), 72,610 total property items collected and processed, and approximately 25,000 items released from the front counter. Using the workload-based approach, the Project Team recommends the addition of one Officer and two Storekeepers to provide additional support and backup for the Front Counter.

III. Firearms Processing

Property Control Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Firearms Processing	3	1	(2)	2	2	0
Officers	3	1	(2)			
Storekeeper				2	2	0

This team is responsible for the daily intake of firearms, release of firearms and related evidence, and the destruction of firearms. Staff members examine firearms, review case reports, categorize firearms, photograph firearms, maintain a firearms database, and cross reference items in various data systems. This team also now pulls daily gun reports to determine if they meet the criteria to be sent to the Crime Gun Information Center (CGIC) for further investigation. Unit members also prepare firearms for lab testing and destruction when needed. Firearms requiring destruction must be property documented and dismantled.

Currently there are three Officers (two full duty, one temporary), two Storekeepers and one part-time Officer (960) assigned to process firearms. A workload-based methodology is applied factoring in the total number of firearms processed annually. In 2019, there were 1,233 firearms processed, each taking approximately one hour. Using the previously established workload-based methodology, only one Officer and two Shopkeepers are required to perform the unit's responsibilities. The temporary and part-time Officers can assist as needed but could be utilized elsewhere.

IV. Narcotics

Property Control Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Narcotics	1	2	+1	0	0	0
Officer	1	2	+1			

The Narcotics Team is currently staffed with one Officer and one part-time Officer (960). Duties include storing and maintaining narcotics evidence, destruction of narcotics, and transporting substances to the Alameda Crime Laboratory for testing. Sworn officers retrieve evidence from a drop box, ensure the items are packaged and barcoded properly, and enter information into the Department's data systems. These Officers receive requests for items to be tested from Department members and specialized units, and the District Attorney's office. Officers also transport items that need to be destroyed and are often required to provide courtroom testimony.

A workload-based methodology is applied factoring in the total number of narcotics envelopes received for intake, the total number of envelopes sent to the Alameda County Sheriff's Office for narcotics testing, and the total number of trips to Alameda for testing. In 2019, there were a total of 3,287 envelopes received at intake, 1,254 envelopes sent out for testing, and 78 trips taken. It should be noted that each envelope often contains multiple drugs. Based on these measures, the Project Team recommends the addition of one Officer or an additional part-time Officer (960) to support the Narcotics Team.

V. Holds and Destruction

Property Control Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Holds and Destruction	2	2	0	1	1	0
Officer	2	2	0			
Storekeeper				1	1	0

The Holds and Destruction Team retains items that may be needed for investigations and disposes of items that investigators have determined are no longer needed. Investigators with case property in storage are sent forms on a regular basis to maintain an updated status of the items. In 2019, this team processed 14,657 cases requiring holds, and 45,558 cases requiring destruction. Time per task is highly variable. Currently there are five Storekeepers, two Officers on modified duty, and four part-time Officers (960s) staffing this unit at two different locations. These positions are unique and are not scalable to any workload measures. However, as previously mentioned, Property Control will need additional support for their anticipated relocation, which will be led by the Holds and Destruction Team.

VI. Lost and Found

Property Control Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Lost and Found	1	0	(1)	1	1	0
Officer	1	0	(1)			
Storekeeper				1	1	0

The Lost and Found unit is responsible for returning property to rightful owners. Lost and found items are kept in a separate area from evidence. Items are booked into a database with as much identifying information as possible, and staff members conduct various searches while attempting to locate the owner of the property. One Officer on modified duty and one Storekeeper are currently assigned to this area. The Storekeeper position is unique and is considered non-scalable for this analysis. The Officer on modified duty can provide support as needed, but the Project Team recommends reassigning this position to assist with the Division's relocation project/efforts.

VII. Parcel

Property Control Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Parcel				1	1	0
Storekeeper				1	1	0

The function of this section is to prepare items for shipping, such as found property and evidence to other agencies. This position is unique and considered as non-scalable. Currently there is one Shopkeeper who is assigned to Parcel but shares other Division responsibilities as well.

VIII. Uniforms/Equipment Disbursal

Property Control Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Equipment Disbursal				1	1	0
Storekeeper				1	1	0

This section provides uniforms and equipment for sworn officers and uniformed civilians, including stars, vouchers, radios, and helmets. Staff track the assignment of stars and equipment, maintain files for uniform vouchers, and report to the Fiscal Unit on expenditures. Currently there is one Shopkeeper who is assigned to this role who shares other Division responsibilities as well. This is a unique position and is considered non-scalable for this analysis.

IX. Overflow Warehouse

Property Control Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Overflow Warehouse				4	4	0
Storekeeper				4	4	0

The Overflow Warehouse stores items long-term, such as large bulky items, narcotics, bicycles, and freezer items. It also supports entry of items submitted from the Crime Lab. This team supports destruction, donation, and recycling of items, such as e-waste, metal items, and biohazards. The unit is responsible for barcoding legacy items and adding them to the Evidence on Q database. Currently there are four Storekeepers and one part-time Officer (960) staffing the Overflow Warehouse. These positions are classified as unique and non-scaling. However, based on industry standards, the Project Team recommends the addition of one Storekeeper or one supplementing part-time Officer (960) to provide the appropriate staffing.

X. Supplies Unit

Property Control Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Supplies Unit				4	4	0
Storekeeper				3	3	0
Clerk				1	1	0

The Supplies Unit manages the procurement of all supplies needed by Department personnel and distributes the items to District Stations and specialized units. This includes stationary items, office supplies, and cleaning products. The unit also provides reproduction services including printing of brochures, pamphlets, and other materials needed by staff. Due to a recent Department restructuring, the Supplies Unit was moved to the Property Control Division from the Fiscal Division (Strategic Management Bureau). The Supplies Unit is currently operated by three Storekeepers and one Clerk. These positions are considered non-scalable for this analysis and no changes are needed to current staffing levels.

Strategic Management Bureau

Overview

The Strategic Management Bureau (SMB) is responsible for implementing tools and best practices regarding organizational change while simultaneously integrating change initiatives into the Department's strategic framework. The Department currently faces more than a dozen major change initiatives, many driven by external factors, such as the California Department of Justice (CalDOJ) Collaborative Reform Initiative (CRI), the San Francisco Office of Racial Equity's Racial Equity Action Plan (REAP), the Mayor's policing reform initiatives, and new legislation at the local, state, and federal levels.

Strategic Management is broken into one unit and two Divisions: Professional Standards and Principled Policing (PSPP) Unit, Fiscal Division, and Technology Division. PSPP works collaboratively with internal and external stakeholders to update policies, implement policy changes and initiatives, and drive improvements rooted in reform efforts. The Strategic Management Bureau is also responsible for ensuring financial stewardship. SMB puts technological and procedural systems in place, as well as the monitoring and maintenance thereof, to enable members to do their jobs effectively. Finally, the Strategic Management Bureau coordinates annual and longer-range strategic planning efforts, which set and communicate the Department's priorities, both internally and externally, as to where effort and resources should be directed.

Recommended Staffing

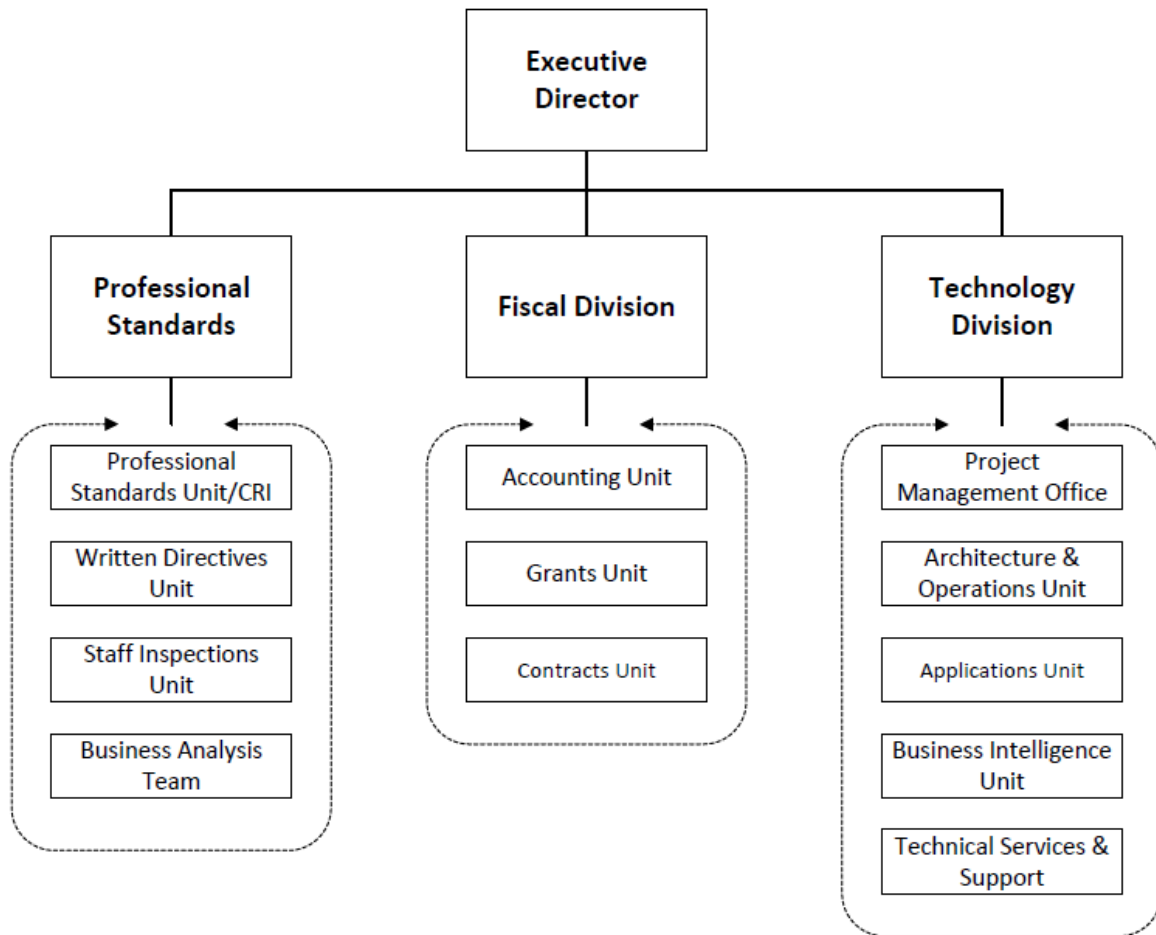
The table below provides a staffing overview for the various Divisions within the Strategic Management Bureau. While sworn staffing levels are appropriate to meet workload demands, there is a significant need for highly trained professional staff with expertise in analytics and technology. A detailed analysis for each Division/unit is provided in the following sections.

Strategic Management Bureau						
Division or Unit	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
SMB - Admin	0	0	0	2	3	+1
Professional Standards	10	10	0	9	21	+12
Fiscal Division	0	0	0	12	14	+2
Technology Division	1	1	0	41	58	+17
BUREAU TOTAL	11	11	0	64	96	+32

Organizational Chart



Strategic Management Bureau



Methodologies Used to Determine Staffing

Staffing for the Strategic Management Bureau is determined using the following methodologies. Examples are provided below.

Ratio-based Methodology

The Project Team used a ratio-based span of control methodology to determine the appropriate staffing levels for supervisory roles based on the targeted number of direct reports for a specific unit/function. For example, span of control for the Program Manager of the Business Analysis Team scales at a rate of one full-time equivalent (FTE) per 10 direct reports; the Business Analysis Team currently has seven Analysts which can be managed by one Program Manager. Another example is the Accounting Unit in the Fiscal Division, where a ratio based on the number of sworn staff in the Department is used to determine staffing.

Non-scaling Methodology

Many of the units and roles within the Strategic Management Bureau are specialized and are not scalable to any performance measures. These positions are unique and staffing levels are determined by Department leaders and key decision makers.

Recommended Staffing by Division and Unit

Strategic Management Bureau – Administration

The Strategic Management Bureau is managed by a civilian Executive Director who reports directly to the Chief of Police and receives administrative support from a Senior Clerk. Due to the varied nature of the Clerk position, and the fact that Deputy Chiefs in the Department are generally supported by the Executive Secretary classification, the Project Team recommends an Executive Secretary position in place of the Senior Clerk position. These positions are unique and considered non-scalable for the purpose of this analysis.

Strategic Management Bureau						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration						
Executive Director				1	1	0
Manager				0	1	+1
Senior Clerk				1	0	(1)
Executive Secretary				0	1	+1

The Project Team recommends adding a Manager to support the Executive Director and to provide additional oversight and leadership for the Bureau. This position would be well-versed in the Department's budget process and technologies and understand the functions of all three Divisions within the Bureau. As the Department prepares to transition to a brand-new Records Management System, this position would be responsible for assisting with implementation, oversight, and communication throughout the Department.

Professional Standards and Principled Policing (PSPP) Unit

Members of PSPP are responsible for working collaboratively with internal and external stakeholders to update policies, implement policy changes and initiatives, drive improvements rooted in reform efforts, and work with leadership to determine strategic goals and annual initiatives. Professional Standards is composed of four units who work collaboratively on reform initiatives and various Department priorities.

Professional Standards and Principled Policing Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
PSPP - Admin	2	2	0	1	1	0
Prof. Standards (CRI Team)	4	2	(2)	0	3	+3
Written Directives Unit	2	3	+1	1	4	+3
Staff Inspections Unit	2	3	+1	0	2	+2
Business Analysis Team	0	0	0	7	11	+4
UNIT TOTAL	10	10	0	9	21	+12

PSPP – Administration

A Captain and Lieutenant provide general oversight of PSPP, with a Manager position serving as both the Executive Director's lead on special initiatives – policy implementation coordination and strategic planning – and the Manager of the Business Analysis Team (BAT). Given the leadership responsibilities of these positions, they are considered non-scalable.

Professional Standards and Principled Policing Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
PSPP - Admin	2	2	0	1	1	0
Captain	1	1	0			
Lieutenant	1	1	0			
Manager				1	1	0

Professional Standards Unit – CRI Team

The Professional Standards Unit, also referred to as the CRI Team, has the primary responsibility of driving Department-wide change initiatives relating to the Collaborative Reform Initiative (CRI) with the California Department of Justice (CalDOJ). Prior to January 2019, the CRI Team was composed of mostly sworn Officers. However, Department leadership determined that it would be more appropriate to have Sergeants in these roles, as the new direction of CRI would require more communication with executive sponsors and Command Staff. Currently there are two Sergeants and two Officers on the team who are assigned to support a portfolio of recommendations for five focus areas/objectives identified by the DOJ: Use of Force, Bias, Community Policing, Accountability, and Recruitment. Each Sergeant oversees their own focus area which typically contains more than 30 recommendations. Their duties include collaborating with project managers, communicating with executive sponsors and external partners (e.g., CalDOJ and consultant Hillard Heintz), facilitating meetings and workgroups, writing recommendations, and providing supporting documents.

The work completed by the CRI Team is complex and involves collaboration with various stakeholders throughout the Department. Over the last 18-24 months, CRI has been the Department's top priority. As of October 27, 2021, the Department is in substantial compliance with 90% (245 out of 272) of the DOJ recommendations. As the remaining 27 recommendations are finalized, the unit's focus will shift towards sustaining those efforts. This will include conducting reviews to ensure that the Department is completing all action items associated with the CRI recommendations consistently.

The CRI Team will also begin to consolidate the different strategic plans that were developed under CRI and prioritize the different initiatives within those plans. The objective and focus of this unit will continue to evolve, so these positions are considered non-scalable for the purpose of this staffing analysis. As additional information is collected and work assigned, the Project Team recommends that a workload-based methodology be used in future analyses.

Professional Standards and Principled Policing Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Prof. Standards (CRI Team)	4	2	(2)	0	3	+3
Sergeant	2	2	0			
Officer	2	0	(2)			
Senior Admin Analyst				0	2	+2
Management Assistant				0	1	+1

For this unit's scope of work, it is essential to include staff that retain institutional knowledge that is specific to policing: how members patrol, how members are using force, and how members are interacting with the community. However, dedicated Analysts who provide administrative support in the areas of change management and/or policy development and implementation would benefit the unit greatly. Analysts working collaboratively with sworn members will align with the unit's objective of sustaining changes from the CRI recommendations and enabling the Department to utilize sworn members elsewhere. The Project Team recommends reclassifying the two Officer positions to Analyst positions and adding a Management Assistant to provide additional administrative support.

Written Directives Unit

The Written Directives Unit is responsible for coordinating Department-wide policy reviews and disseminating all orders to the Department (e.g., Department General Orders, Department Bulletins, Department Notices). The unit is currently managed by a Sergeant with support from one Officer and one Management Assistant. Functionally, the unit provides administrative support and facilitates the concurrence process, which includes reviews by the Chief of Police and members of the Command Staff. The unit also devotes a significant amount of time to drafting and editing policy content for subject matter experts (SMEs).

The Written Directives Unit also works on pulling Department policies for the Legal Division for PRA requests, and fulfilling requests for the City Attorney's Office, Department of Police Accountability (DPA), and other stakeholders. From August 2019 through September 2020, team members spent a majority of their time procuring PowerDMS, a policy management software, for the Department.

The table below represents the number of policies, manuals, and orders that were worked on by the Written Directives Unit and issued by the Department. Although the unit can quantify these measures, it does not reflect their other duties and responsibilities, nor their work performed for those policies/orders that were not issued by the Department. The unit's work relies heavily on contributions from other stakeholders, which is why there are no measures directly related to workload. These positions are non-scalable for this staffing analysis.

Written Directives Unit									
Year	# of DGOs Issued	Time per DGO (hours)	# of Manuals Issued	Time per Manual (hours)	# of DBs/DNs Issued	Time per DB/DN (hours)	# of Bureau/Unit orders Issued	Time per Bureau/Unit Order (hours)	Total Time Spent by WDU (hours)
2019	4	120	2	50	239	15	16	10	4,325

* Please note the #s above do not include policies that were not issued by the Department

The Written Directives Unit faces many challenges with the Department’s concurrence process. There are many stakeholders and subject matter experts (SMEs) involved from other Bureaus/units, making it very difficult to facilitate the process and meet deadlines. This process could be more efficient if it were centralized within one unit. As recommended by CalDOJ, the Department is currently looking into creating a Policy Team that would be composed of a dedicated group of report writers and policy experts. This team’s primary responsibility would be researching and drafting all policies for the Department.

If the Written Directives Unit was adequately staffed with a mix of sworn members and Analysts (policy writers), the unit could own and streamline the concurrence process. Current unit members would continue to handle the administrative side, and a policy development sub-unit would be responsible for developing drafts, managing workgroups, communicating with SMEs, providing DGO updates to Deputy Chiefs as necessary, facilitating discussions with the Department of Police Accountability (DPA), and finalizing documents. The Chief of Police also has special policies that require best practices research, including analyzing other jurisdictions and their policies to determine how and if the Department may be able to adopt some of these identified practices. Analysts could also help draft/propose policies that the Chief and Command Staff could further develop.

Professional Standards and Principled Policing Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Written Directives Unit	2	3	+1	1	4	+3
Sergeant	1	1	0			
Officer	1	2	+1			
Senior Admin Analyst				0	3	+3
Management Assistant				1	1	0

Based on these needs and the Department’s intent to form a Policy Team, the Project Team recommends the addition of one Officer and three Senior Administrative Analysts who are dedicated to policy development. Implementing such changes within the Written Directives Unit would also create an opportunity for the Department to utilize sworn members who are on Temporary Modified Duty (TMD) to contribute to policy development with their field expertise. The Department should monitor workload and Policy Team roles and responsibilities to assess staffing needs ongoing as the unit develops.

Staff Inspections Unit (SIU)

The Staff Inspections Unit (SIU) serves as an internal audit unit for the entire Department. The unit is tasked with monitoring ongoing compliance with the Department’s wide range of policies and procedures, and for conducting audits that are requested by various external agencies. SIU is a specialized unit; all members receive training and certification in law enforcement audit procedures. The unit frequently handles confidential information and must abide by the Generally Accepted Government Auditing Standards (GAGAS).

In the last 18-24 months, the unit has focused its efforts on reviewing all accountability recommendations that were implemented through CRI. SIU currently operates with one Sergeant and one Officer, and an Analyst assigned to the Business Analysis Team (BAT) also provides analytical support part-time.

The Staff Inspections Unit’s current staffing and limited capacity makes it difficult to support the entire Department. The team needs dedicated Analysts to develop reports and manage large datasets that are pulled routinely from various systems. An additional sworn member is also needed to enable the unit to work on multiple audits and inspections simultaneously. As use of force policies change and new legislation is passed, the volume of compliance-checking from the Body Worn Camera Unit will also continue to increase to ensure the Department is compliant with all new requirements.

Professional Standards and Principled Policing Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Staff Inspections Unit	2	3	+1	0	2	+2
Sergeant	1	1	0			
Officer	1	2	+1			
Senior Admin Analyst				0	2	+2

The number of hours dedicated to complete audits is not currently tracked and therefore the positions within the unit are recognized as non-scalable in this analysis. The Project Team recommends that SIU develop, track, and monitor metrics on audit completion so that unit staffing can be determined using a workload-based methodology in the future. Based on the unit’s needs and growing responsibilities, the Project Team recommends the addition of two dedicated Analysts and one Officer to allow the unit to function efficiently and to ensure Department accountability.

Business Analysis Team (BAT)

The Business Analysis Team (BAT) was established in 2018 to centralize data-related work across the Department. Prior to 2018, there were no delineated roles between crime analysts and data analysts. The goal of BAT is to provide data to all stakeholders in a way that is informative, interesting, and accurate. The unit supports the Department with non-operational analytical requests and aims to improve data-driven decision making. The unit’s primary responsibilities are to provide data analysis and generate various mandated reports to federal, state, and local officials. Some mandated reports include the Uniform Crime Reporting (UCR) Program, use-of-force reports, stop data reports, Law Enforcement Enterprise Portal Reporting (FBI), and local MOU reports. The Business Analysis Team is also responsible for responding to legal inquiries, CLERY requests (requirements of educational institutions), and other requests from stakeholders such as the Chief of Police, the Mayor’s Office, and the Board of Supervisors.

BAT is comprised of one civilian Manager who oversees seven Senior Administrative Analysts. The Analysts work collaboratively to respond to requests and generate routine reports but must also manage various projects within their specialized areas of focus. Focus areas include a data transparency program with the Department of Police Accountability, development of academic partnerships, data development for Department General Orders, strategic planning, dashboard development, and internal database development. In addition, each Analyst must also dedicate time to provide direct support to other units throughout the Bureau and Department (CRI Team, Staff Inspections Unit, Written Directives Unit, Policy Public Affairs Office).

Data collection and transparency are critical to the Department. Trends toward data-driven decision-making and increased data reporting requirements will continue to place greater pressure on the Business Analysis Team. BAT serves as a critical data team both internally (helping the Department understand what the data means) as well as externally (providing information to government officials and members of the public).

Current staffing and the growing demand for data analyses and reporting from the Business Analysis Team has not allowed the unit to operate to its full potential. Some of the required statutory reports are not submitted by required deadlines and the unit is unable to execute their plans for new development projects. Analysts are unable to devote time to more complex analytical work, and fulfilling requests for analytical support from other Bureaus/units has been challenging. To meet required deadlines and provide a level of service that enables data-driven decision making, the Project Team recommends the addition of three Senior Administrative Analysts and one Principal Administrative Analyst. The Principal Administrative Analyst supervise the full team of analysts and provide oversight on management-level projects for the Professional Standards and Principled Policing Unit.

Professional Standards and Principled Policing Unit						
	<i>SWORN</i>			<i>CIVILIAN</i>		
	Current	Recommended	Need	Current	Recommended	Need
Business Analysis Team				7	11	+4
Principal Admin Analyst				0	1	+1
Senior Admin Analyst				7	10	+3

At this time, the work performed by the Business Analysis Team varies immensely in scope and nature; therefore, the positions within BAT are recognized as non-scalable for this staffing assessment. The Project Team recommends that BAT develop and track metrics that represent workload for use in future analyses.

Fiscal Division

The Fiscal Division is divided into three units and is responsible for carrying out all administrative functions related to budgeting, accounting, contracts, and grants. This includes executing the Department's annual budget, financial plans, financial analysis, supplemental appropriations, grant awards, and other revenue programs. The Chief Financial Officer provides oversight over the Division and is supported by three managers: Budget Manager, Contracts Manager, and Accounting Manager. Prior to July 2021, the Supplies Unit was also part of the Fiscal Division; however, a recent Department restructure shifted the Supplies Unit to the Property Division in the Administration Bureau.

Fiscal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Fiscal Division - Admin				2	3	+1
Accounting Unit				7	7	0
Grants Unit				2	3	+1
Contracts Unit				1	1	0
DIVISION TOTAL	0	0	0	12	14	+2

Fiscal Division – Administration

Currently, the Fiscal Division is understaffed due to several vacancies which has limited its ability to take on new projects. The Grant Manager position is currently vacant, and an Accountant Supervisor position has remained vacant since March 2020. This has required a reprioritization of staff time toward only high-priority projects, and ultimately, project timelines have been significantly delayed and other initiatives suspended indefinitely, resulting in providing a lower level of service and support to Department staff.

The approval of the Acquisition of Surveillance Technology Ordinance (19B) by the San Francisco Board of Supervisors has also impacted the overall capacity of the Fiscal Division. The 19B ordinance requires Departments obtain Board approval for any technologies subject to the Surveillance Technology Ordinance. The ordinance requires the Department to go through a Surveillance Technology Review Process, which includes additional administrative work to adhere to the requirements. The significant amount of staff time and resources required to put together a surveillance technology review package has placed a significant strain on staffing resources. The various review packages require the coordination and input of various stakeholders before submission and presently, the work is performed ad-hoc, primarily by the Chief Financial Officer.

Additionally, the citywide Office of Contracts Administration has been revising its guidance and instructions to Departments on what types of technology commodities and services are eligible for the Technology Marketplace. Factors determining the applicability may include, but are not limited to, the cybersecurity risk factor, a purchase covering multiple fiscal years, or instances wherein the City desires to higher contract liability thresholds. More and more information technology service contracts that were once procured through the Technology Marketplace now warrant a separate solicitation and contract agreement. With the increased workload and limited capacity, the Project Team recommends the

addition of a Senior Administrative Analyst to provide direct support to the Contracts Manager and Budget Manager and to facilitate requests for 19B Surveillance Ordinance Requirements.

Fiscal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Fiscal Division - Admin				2	3	+1
Chief Financial Officer				1	1	0
Budget Manager				1	1	0
Senior Administrative Analyst				0	1	+1

Accounting Unit

The Accounting Unit provides centralized accounting support for the whole Department. Responsibilities include reviewing, analyzing, and interpreting City accounting records and policies; identifying and allocating revenue and expenditures; financial record keeping within complex accounting systems; processing of deposits, reimbursements, and interdepartmental charges; reviewing invoices and purchase orders; and presenting accounting activity to various Department members. The unit is managed by an Accounting Manager who is currently supported by two Supervising Accountants, an Accountant, and three Senior Account Clerks. One Accountant position has remained vacant since March 2020, which has put a significant strain on the unit.

The City's transition to a new financial management system has created many challenges for the entire Division and has reduced the overall productivity of staff within the Accounting Unit. Although the new system has some new/additional functionalities, there are limitations and inefficiencies within the system that have impacted the unit. For example, the new system does not align with how appropriation control is handled or how purchase orders and vouchers are created. Staff has spent much of their time troubleshooting the system and developing workarounds.

Fiscal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Accounting Unit				7	7	0
Accounting Manager				1	1	0
Accounting Supervisor				2	2	0
Accountant				1	1	0
Senior Account Clerk				3	3	0

The positions within the Accounting Unit are determined using a ratio-based methodology based on the overall size of the Department. With 2,501 sworn and non-sworn full-time employees (excluding Airport), the Accounting Unit does not warrant any current staffing changes.

Grants Unit

The Grants Unit is composed of two Grant Analysts in the Senior Administrative Analyst classification who are responsible for analytical work in the areas of grant administration. Their primary duties include preparing grant claims, preparing grant budget modifications, assisting with audits and monitoring visits,

the City's Post Audit, and preparing the general ledger. The Grants Manager position is currently vacant so the unit is temporarily supervised by the Chief Financial Officer, which is not sustainable. Positions within this unit are unique and are considered non-scalable for this staffing analysis.

Fiscal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Grants Unit				2	3	+1
Grants Manager				0	1	+1
Grants Analyst				2	2	0

Although one of the unit's Grant Analysts recently vacated a position, current staffing with two analysts appears to be adequate as the unit has been able to fulfill all of its responsibilities. However, given the scope of its responsibilities, the unit requires a dedicated manager and therefore the Project Team recommends the addition of a Grant Manager to oversee the unit.

Contracts Unit

The Contracts Unit manages procurement activities related to all SFPD professional services, warranty, and maintenance contracts. The unit is operated by one Contracts Manager who is responsible for implementing contract administrative procedures; contract preparation, execution, and administration; and performing requests for proposals or other solicitation methods.

Recent shifts in City procurement toward standalone contracts for information technology services, rather than procuring information technology services through the City's Technology Marketplace, has impacted the Contract Unit's workload; however, current staffing is appropriate for this unit. As the Contract Manager provides unique services to the Department, the position is considered non-scalable for this staffing assessment.

Fiscal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Contracts Unit				1	1	0
Contracts Manager				1	1	0

Technology Division

The Technology Division provides all communication and information technology support services for the Department. The Division is divided into five units who work collaboratively to ensure that the Department's information systems are up-to-date and functioning properly so that sworn and civilian members can perform their jobs efficiently and effectively. Members throughout the Department use various systems for record keeping, report writing, generating data, business intelligence, and data management.

High-level Department priorities and citywide trends include an effort to modernize technology platforms, including introducing and implementing new systems for records management and business intelligence. SFPD is also currently working with the Department of Emergency Management (DEM) on a Computer Aided Dispatch (CAD) system upgrade which will improve the use of mobile technology and be utilized as a tool by officers in the field. The primary role of the Technology Division is to understand the needs of end-users and to develop systems and programs accordingly.

Projects and workload are only expected to increase with the nature of the Division's work gravitating towards business analysis. To keep pace with citywide trends and standards for technological development, the Division will need to bolster its Business Analyst/Project Manager staffing capacity.

Technology Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Technology - Admin				2	2	0
IT Project Management Office				6	8	+2
IT Architecture and Operations Unit				8	13	+5
Applications Unit				9	11	+2
Business Intelligence Unit				6	8	+2
*IT Technical Services & Support	1	1	0	10	16	+6
DIVISION TOTAL	1	1	0	41	58	+17

* The Technical Services & Support Unit currently relies on four contracted full-time employees to support their unit. Those employees are not reflected in the table above.

Technology Division – Administration

The Technology Division is overseen by a Chief Information Officer (CIO) who is supported by a Secretary. These positions are considered non-scalable due to the unique roles that they fulfill in the Department.

Technology Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Technology - Admin				2	2	0
Chief Information Officer				1	1	0
Secretary				1	1	0

IT Project Management Office (PMO)

The Project Management Office (PMO) manages the implementation of information systems projects, particularly enterprise software. The unit is run by a Manager and is supported by three budgeted Project Managers, a Senior Business Analyst, and a Business Analyst.

The Project Managers perform project management responsibilities of scoping out Department 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. Some of the unit's recent high priority initiatives include:

- Implementation of BiasSync – a science-based solution designed to help the Department more effectively manage unconscious bias in the work environment
- Benchmark analytics
- Replacing Crime Data Warehouse (CDW) with the National Incident-Based Reporting System (NIBRS)
- Fleet vehicle technology modernization project
- Computer Aided Dispatch (CAD) replacement project with DEM
- Property control – various Hall of Justice relocations
- Transitions to new Department facilities/locations
- Transition of the Department's call manager to the citywide call manager
- Infrastructure and foundational improvement
- Cable decommissioning

The unit has little to no capacity to conduct strategic planning for the Technology Division and administer a comprehensive technology training program, as the Project Managers are at capacity with their project management work. There is an immediate need for a dedicated Project Manager to drive long-term strategic planning and analyze future technological needs of the Department. An additional Project Manager is needed to develop a formal, centralized training program for technological tools and systems used throughout the Department.

Technology Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
IT Project Management Office				6	8	+2
Manager				1	1	0
IS Project Manager				3	5	+2
Senior IS Business Analyst				1	1	0
IS Business Analyst				1	1	0

Due to the breadth and complexity of administrative and analytical work required, workload for this unit is not scalable to specific measures. However, for the Department to remain current and proficient with evolving technology and systems, the Project Teams recommends the addition of two Project Managers dedicated to strategic planning and training development, respectively.

IT Architecture and Operations Unit

The Architecture and Operations Unit 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 seven IS Engineers. One of the unit's Principal Engineers serves as the Department's Security Manager, while another supports the Department's network. The remaining six engineers are dedicated to supporting the Department's various critical systems.

The Architecture and Operations Unit has been tasked with an increasing number of new projects but has not received any additional support. Current unit priorities include:

- New building construction and the relocation of units requiring the development of new networks/systems (e.g., new facility for the Crime Lab and Traffic Company on Evans St.)
- Replacing and providing maintenance for aging infrastructure (e.g., replacing the video wall system at DOC)
- Increasing storage capacity and improving network performance
- Protecting the Department's network against an increasing number of cybersecurity threats
- Compliance with the increasing number of state and federal regulations regarding criminal justice information

Due to the complexity and variety of projects and 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 252 network switches, 82 wireless access points, 76 routers, 24 firewalls, 22 critical systems, and 248 servers. The Department currently has one dedicated Security Manager to oversee this broad network. While industry ratios for security personnel vary, the Department needs to allocate two IS Engineers to create stability and 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. Moreover, redundancy will offer immediate relief whenever the current incumbent is out of the office or otherwise unavailable.

As for network support, the unit also only employs one engineer to manage 252 network switches, as well as the wireless access points, routers, and firewalls. Industry best practices recommend a ratio of one engineer per 100 network switches. For SFPD, this would amount to 2.5 full-time engineers. Based on these industry standards, the Project Team recommends hiring two additional full-time engineers to provide more oversight of the Department's broad network.

Finally, the unit has six systems engineers to support the Department's 22 critical systems and 248 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 eight full-time equivalent engineers. Based on this ratio, the Project Team recommends hiring two additional full-time engineers to provide the adequate support needed for the Department's systems and servers.

Technology Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
IT Architecture and Operations Unit				8	13	+5
IS Project Director				1	1	0
IT Security Manager				1	2	+1
IS Engineer				6	10	+4

Applications Unit

The Applications Unit is led by the Applications Manager and consists of a team of six Programmers, one Business Analyst, and one Engineer. The unit is responsible for a range of projects from website development to applications programming, to database administration. Prior to March 2021, the Business Intelligence Unit also reported to the Applications Manager but now functions as its own unit.

Like other Technology units, one major change initiative that will impact the Applications Team is the Department's transition to a new records management system. The Department has plans to discontinue the use of the current system, Crime Data Warehouse, and replace it with the National Incident-Based Reporting System (NIBRS). Although the new system has not been purchased, the Applications Unit anticipates changes with this transition due to supporting the new system and applications.

The unit needs support for specialized functions where only one staff member is currently dedicated, hence promoting redundancy and succession planning. There is currently one programmer dedicated to working on projects through PeopleSoft/Human Resource Management System (HRMS). Due to the increase in operational analytics and personnel information being produced for legislators, management, mandated reporting, and other external requests, this function has become increasingly important. 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 for this area if the incumbent is unavailable or the position becomes vacant. Additionally, the teams only APEX Programmer recently retired, and the position remains vacant. The Project Team recommends hiring two additional Programmers to support HRMS and Crime Data Warehouse (APEX) programming for redundancy in these important functions and so the unit can take on more initiatives.

Technology Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Applications Unit				9	11	+2
Manager				1	1	0
IS Programmer Analyst				6	8	+2
IS Business Analyst				1	1	0
IS Engineer				1	1	0

Business Intelligence (BI) Unit

The Business Intelligence (BI) Unit reports directly to the Chief Information Officer and is managed by an IS Project Director. The team consists of two IS Business Analysts and three IS Programmer Analysts who are responsible for synthesizing all of the data collected by the Department and centralizing it into one database so that members can access it; various databases are created, and tools are developed, that enable end-users to extract data.

Over the last 18 months, the BI Team has been tasked with providing technological support for many of the DOJ Recommendations. Through collaboration with the CRI Team, various data models and dashboards have been created in subject areas such as stop data and officer conduct and performance. These high-priority projects have been time consuming and the unit requires additional support in order to take on new initiatives and maintain other routine unit responsibilities.

Like the Applications Unit, the BI Team shares 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 technologically advanced and relies on data dashboards for a range of operational needs, there is an increased need for supporting these programming roles. Based on these needs, the Project Team recommends hiring two additional Programmers to support metadata modeling and ETL development. Doing so would also mitigate the risk of loss of institutional knowledge and optimize coverage for this function when the incumbents are unavailable.

Technology Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Business Intelligence Unit				6	8	+2
IS Project Director				1	1	0
IS Business Analyst				2	2	0
IS Programmer Analyst				3	5	+2

IT Technical Services and Support Unit

The Technical Services and Support Unit manages the 24-hour Help Desk and provides regular ongoing technical support for the entire Department. The unit is managed by the IT Project Director and is comprised of nine IT Operations Support Administrators (engineers), one Officer, and a part-time retiree. Six of the engineers and the Officers are each assigned to manage a particular technical service as well as respond to work orders from the Help Desk. Some examples of technical services include:

- Body worn camera deployment and support
- Mobile device management
- Training and support for law enforcement applications
- Supporting Department-wide telecommunications
- E-Citations support
- Testing applications coming out of build

Due to demand in the Department and lack of internal staffing resources, the Technical Services and Support Unit must rely on four contractors who operate on a full-time basis responding to field work, service requests, and providing front counter support.

Smart phone accessibility has been a priority for the Department over the last few years. The mobile platform continues to evolve and allows sworn members to have access to data and information while they are in the field. New applications are constantly being developed and added to mobile devices which is proving to be a great resource. However, the addition of each application places additional pressure on the Technical Services and Support Unit.

Over the last 18-24 months, the Covid-19 pandemic has also created drastic changes within the Department's work environment in that members are now working remotely. Supporting this hybrid work environment has required the Department to adopt new technology and systems, which has put additional demand on support services. The number of laptops distributed increased significantly, support for VPN connectivity has increased, requests for troubleshooting VPN/Cisco-related issues increased, the volume of requests for support of new systems/software (e.g. MS Teams, Zoom, WebEx) has increased, and more technology such as speakers and webcams is required.

There are several upcoming high-priority initiatives that will also have a huge impact on the Technical Services and Support Unit. The first major change will be the implementation of the National Incident-Based Reporting System (NIBRS). The implementation of a new Records Management System (RMS) will require an immense amount of training, guidance, and support to lead the Department through this transition. The new RMS will potentially have various modules and it is anticipated that the entire ecosystem will change with the possibility of moving to a web-based application. The Computer Aided Dispatch (CAD) project with DEM is another initiative that will increase the unit's workload significantly. This will require changing and standardizing all computers and related components in every patrol car and providing appropriate training and support. This project alone will pull staff away from their current areas of responsibility so additional staff will be needed to support various initiatives.

The positions within the Technical Services and Support Unit are considered non-scalable as there are no measures directly related to the work performed. However, based on current staffing and various Department initiatives, the Project Team recommends hiring six additional full-time IT Operations Support Administrators (engineers). This would establish a core group of Engineers who focus on managing their respective technical service areas while also allowing the unit to support new Department priorities. The Department would also no longer need to rely on the four contract employees for support.

Technology Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
*IT Technical Services & Support	1	1	0	10	16	+6
IS Project Director				1	1	0
IT Support Administrator				9	15	+6
Officer	1	1	0			

* The Technical Services & Support Unit currently relies on four contracted full-time employees to support their unit. Those employees are not reflected in the table above.

Office of Chief of Staff

Overview

The Office of Chief of Staff reports directly to the Chief's Office and consists of five units: Strategic Communications, Policy and Public Affairs Office, Labor Relations Office, Risk Management Office, and the Police Commission Office. Strategic Communications includes the Media Relations Unit and is responsible for strategizing all external messaging and communications on behalf of the Department. The Office of Policy and Public Affairs provides direct support to the Chief's Office and serves as a dedicated liaison to the San Francisco Board Supervisors (BOS). The unit is responsible for collaborating with the Police Commission and providing guidance to the Department regarding policy, legislation, and government mandates. The Labor Relations Unit is responsible for any Department items that fall within the scope of representation. Among other things, this includes collective bargaining and meet and confers for general orders and policies. The Risk Management Office is composed of two divisions: Legal Division and Internal Affairs Division. Collectively it is the responsibility of the Risk Management Office to ensure that the Department complies with all applicable laws and legal requirements imposed by local, state, and federal mandates. The Police Commission Office serves as a liaison for the Police Commission and is the point of contact for all Commission matters.

Recommended Staffing

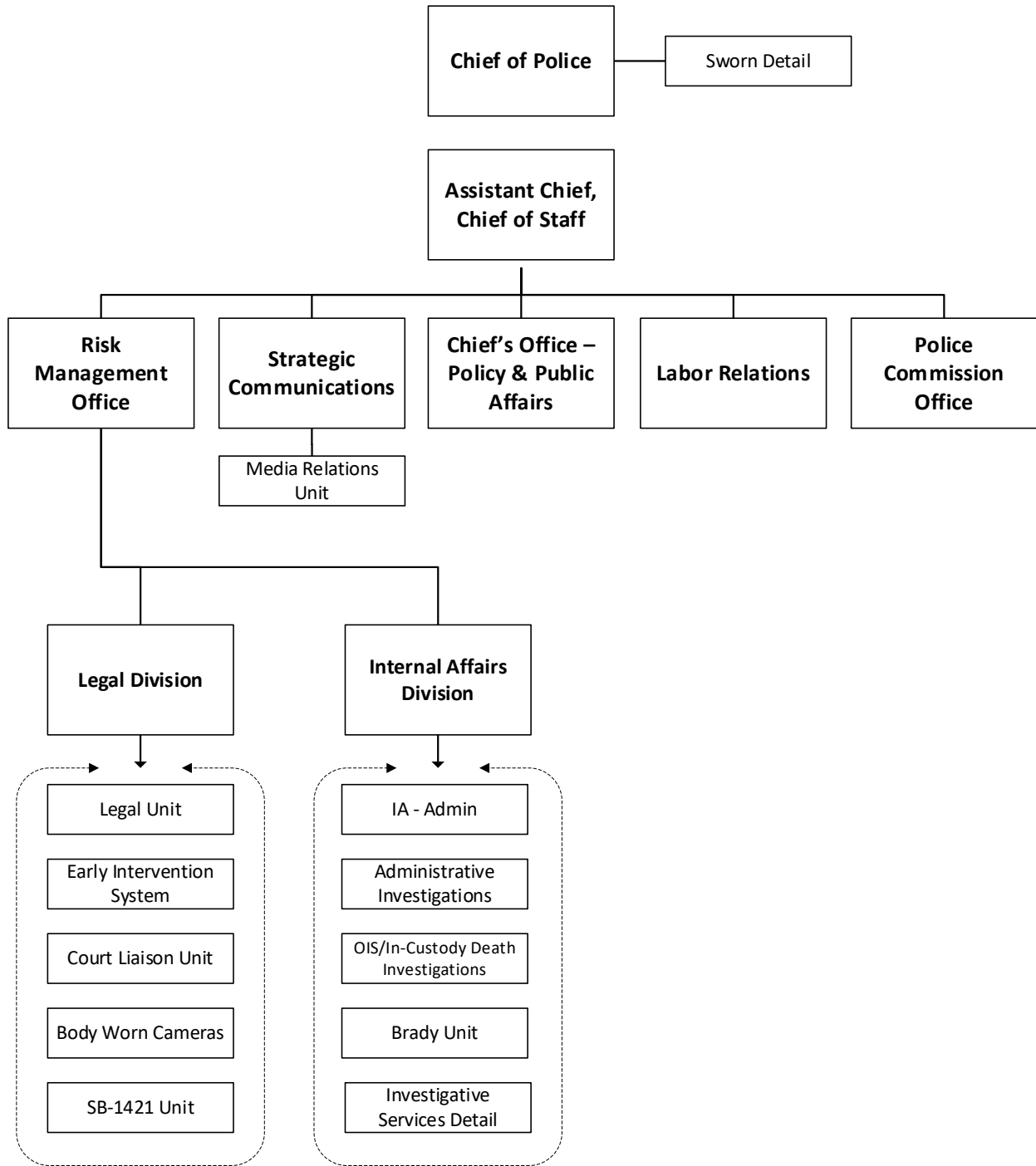
The table below provides a staffing overview for the various Divisions within the Office of Chief of Staff. Collectively, the staffing levels for sworn members appear to be appropriate for the current workload amongst the Divisions. However, there is a significant need for civilian staffing to increase the level of administrative and analytical support across the Bureau. A detailed analysis for each Division/unit is provided in the following sections.

Office of Chief of Staff						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
Strategic Communications	4	4	0	6	7	+1
Policy and Public Affairs				4	5	+1
Labor Relations Office				2	3	+1
Risk Management - Admin	2	2	0			
RMO - Legal	11	12	+1	26	42	+16
RMO - Internal Affairs	20	18	(2)	5	6	+1
Commission Office	2	2	0	2	2	0
BUREAU TOTAL	40	39	(1)	46	66	+20

Organizational Chart



Office of Chief of Staff



Methodologies Used to Determine Staffing

Staffing for the Office of the Chief of Staff is determined using the following methodologies. Examples are provided below.

Workload-based Methodology

The Project Team conducted analyses on various measures throughout the different Divisions to determine appropriate staffing levels for Officers, Sergeant Investigators, Legal Assistants, and Clerks. Examples of workload measures include the total number of various Public Records Act (PRA) requests, the number of Internal Affairs (IA) investigations, and the number of officer-involved shootings.

Ratio-based Methodology

The Project Team used a ratio-based methodology to determine staffing for positions supporting the Court Liaison Unit. Recommended staffing for sworn and civilian members is scaled to the total number of court dates within the calendar year.

Non-scaling Methodology

Many of the units and roles within the Office of Chief of Staff are specialized and are not scalable to any measures. These positions are unique and staffing levels are determined by Department leaders and key decision makers.

Recommended Staffing by Division and Unit

Office of Chief of Staff – Administration

Office of Chief of Staff - Administration						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
Assistant Chief	1	1	0			
Executive Secretary				1	1	0

One of the Department's Assistant Chiefs serves as Chief of Staff and is the link between the Chief of Police and various units within the Department. The Chief of Staff is responsible for the oversight of the Strategic Communications Division (Media Relations Unit), the Policy and Public Affairs Office, the Labor Relations Office, the Risk Management Office, and the Commission Office. The Deputy Chief of the Administration Bureau also reports directly to the Chief of Staff.

The Chief of Staff receives administrative support from one dedicated Executive Secretary. The Secretary's responsibilities include calendar management, tracking of all incoming/outgoing correspondence, preparing documentation/talking points for appearances at specific events, miscellaneous report tracking, and other administrative duties. Both roles are unique and are classified as non-scalable.

Strategic Communications/Media Relations Unit

The Strategic Communications Office is responsible for strategizing all external messaging and communications on behalf of the Department. The Director of Strategic Communications provides oversight to the Media Relations Unit (MRU), which consists of nine sworn and civilian members who act as the point of contact for the various media outlets (print, television, radio, and social media). Members of the unit provide information to the public by responding to media inquiries, compiling information for public records requests, and by creating multimedia content to convey messages from the Department. Unit members are delineated into the following roles:

- A civilian Director oversees Strategic Communications and the MRU
- A Sergeant is the Officer in Charge (OIC) of the Media Relations Unit and acts as 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
- One PR Assistant serves as a Social Media Manager
- One fulltime Videographer supports the entire Department
- One Special Examiner works on special projects as needed at the request of the Chief of Police
- One Clerk and one Management Assistant provide administrative support to the unit

Strategic Communications - Media Relations Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Media Relations Unit	4	4	0	6	7	+1
Director				1	1	0
Sergeant/PIO	1	1	0			
Officer/PIO	3	3	0			
PR Assistant				1	1	0
Media Production Technician				1	2	+1
Management Assistant				1	1	0
Special Examiner				1	1	0
Clerk				1	1	0

Recommendations and Considerations

The demand for videographer capabilities has increased significantly in recent years. Social media platforms continue to evolve and there is a greater demand for the unit to produce more video content and explore new avenues with social media. The Covid-19 pandemic has also caused the unit to change their practices and adapt to new social distancing protocols. Many interviews are now conducted remotely and the Chief's Office is receiving an increasing number of requests for various video productions in lieu of invitations for the Chief to speak in person. If an officer-involved shooting (OIS) occurs, the videographer must dedicate several days to the production of video footage in preparation for Town Hall meetings and footage release to the public. With only one videographer on staff to support the entire Department, the MRU has struggled to meet growing demand and requires additional support. Other members have been cross-trained in the basic fundamentals of video editing but lack the proficiency required to produce professional videos/projects. The addition of a Videographer would provide backup and allow the MRU to work on more projects simultaneously for the Department.

Language capability is a huge need for the Media Relations Unit. Bilingual staff would improve communication and build better rapport with non-English speaking communities in San Francisco. However, bilingual resources are currently centralized in the Community Engagement Division and the Department should consider where and under what structure bilingual officers are best utilized in the Department.

All roles within the Media Relations Unit are non-scalable. However, based on the increased demand for video productions, the Project Team recommends the addition of one Videographer (Media Production Technician). The unit also previously had a civilian Website Manager that currently no longer exists. This position is required and plays a significant role in keeping the Department website up to date. The Department should consider consolidating the roles of the Social Media Manager and Website Manager.

In the Controller's Office's May 2019 report "Civilianization Progress and Options", the Controller identified the Media Relations Unit's Officer positions as potential candidates for civilianization. After reviewing the unit's staffing structure and duties, the Project Team recommends that MRU maintain its current structure of utilizing sworn Officers as Public Information Officers so that the Department's media representatives possess the applicable field knowledge and sworn expertise to respond effectively to public and media inquiries.

Policy and Public Affairs Office

The Policy and Public Affairs Office reports directly to the Chief of Staff and is composed of four civilian members. The unit was established in 2019 to serve as a dedicated liaison with the San Francisco Board of Supervisors (BOS). Responsibilities have continued to expand, and other functions include supporting the Chief's Office, collaborating with the Police Commission, analyzing legislation and government mandates, reviewing Department reports, preparing Command Staff for public hearings/appearances, and contributing to messaging and negotiations during the budget cycle.

Policy and Public Affairs Office						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Policy and Public Affairs				4	5	+1
Director				1	1	0
Manager				2	2	0
Senior Admin Analyst				1	2	+1

The primary function of the Policy and Public Affairs Office is acting as a liaison with the BOS and staying current with the various ordinances. The BOS routinely submit proposals for new ordinances and/or make amendments to existing police codes based on priorities of various Supervisors that can directly impact Department operations. The Policy and Public Affairs Office must facilitate the review of proposed ordinances by consulting with Command Staff and the City Attorney to consider all liabilities and policy decisions. The unit is also responsible for ensuring that the BOS understand the impact of proposed bills and new legislation so that all ordinances are in alignment. Reviewing state legislation and attending committee hearings are essential to understand the impact of amendments and determine if the Department needs to lobby for or against a bill through the Mayor's Office.

Collaboration with the Police Commission occurs routinely to review policies and develop strategic messaging as it relates to legislative priorities. In today's climate, the direction of Department policies is heavily influenced by community input and high-profile incidents that occur often demand immediate action. In response to the George Floyd incident in 2020, the Policy and Public Affairs Office was able to work with the Commission to expedite the Department General Order (DGO) concurrence process to revise the Department's use of force policy (DGO 5.01).

The Policy and Public Affairs Office also provides administrative support to the Chief's office and provides consultation to Command Staff prior to any BOS or Police Commission hearings. The unit also reviews/sanitizes all shared information and prepares all presentations to ensure that messaging aligns with the Chief's vision and Department priorities.

In the next year, the Policy and Public Affairs Office intends to outline goals and objectives and establish a unit order to clearly define duties and responsibilities. As these positions provide strategic leadership and direct support to Command Staff, they are unique and considered non-scalable in the staffing analysis. However, the Policy and Public Affairs Office currently does not have the bandwidth required to stay up to date with state legislation. The Project Team recommends an additional Analyst to conduct routine review of more than 30 state bills and participate in all committee hearings.

Labor Relations Office

The Labor Relations Office was established in June 2020 and is currently staffed by two civilian members: one Director and one Senior Labor Personnel Analyst. The unit is responsible for collective bargaining, meet and confers for general orders and policies, any Department items that fall within the scope of representation, and the review of all changes and/or implementations related to DOJ recommendations or the Department's Collaborative Reform Initiative (CRI). The unit also provides guidance and recommendations to the Chief of Police and Command Staff when complex issues arise and regularly consults with the Police Commission and Board of Supervisors on labor-related issues.

Labor Relations Office						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Labor Relations Office				2	3	+1
Director				1	1	0
Senior Labor Analyst				1	2	+1

In August 2021, the Police Commission made the decision that the Department's Code of Conduct (DGO 2.01) and all Department General Orders (DGOs) must apply to all civilian employees within the Department. This decision greatly impacts the workload of the Labor Relations Office. Prior to this decision, the Labor Relations Office only worked with the two unions that represent sworn members: San Francisco Police Officers Association (SFPOA) and the San Francisco Municipal Executives Association (SFMEA). Effective September 2021, the Labor Relations Office must now provide an opportunity to meet and confer for the general ordinance with all 10 unions that represent Department employees.

The roles within the Labor Relations Office are unique and are not currently scalable to any workload measures. However, based on the Police Commission's recent approval to include all civilian employees under DGO 2.01, the unit's workload will increase significantly and requires additional analytical support. The Project Team suggests closely monitoring the unit's workload and recommends the addition of one Labor Personnel Analyst to provide meet and confers for the additional unions that represent civilian members.

Risk Management Office (RMO)

The Risk Management Office (RMO) is split between the Legal Division and the Internal Affairs Division (Administrative and Criminal). It is the responsibility of Risk Management to ensure that the Department complies with all the applicable laws and legal requirements imposed by local, state, and federal mandates. The two Divisions work collaboratively to monitor the conduct of all Department members to ensure that a high level of integrity is upheld and to mitigate misconduct and/or at-risk behavior. The table below provides an overview of current and recommended staffing in the two Risk Management Divisions. A summary and analysis of each RMO unit are provided in this section.

Risk Management Office						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Risk Management - Admin	2	2	0			
Commander	1	1	0			
Captain	1	1	0			
Legal Division	11	12	+1	26	42	+16
Legal Unit	3	3	0	5	7	+2
EIS Unit	1	1	0	2	2	0
Court Liaison Unit	3	3	0	4	8	+4
Body Camera Unit	3	4	+1	8	12	+4
SB-1421 Unit	1	1	0	7	13	+6
Internal Affairs (IA) Division	20	18	(2)	5	6	+1
Administrative Investigations	8	8	0	3	4	+1
OIS/In-Custody Deaths	4	2	(2)	0	0	0
Brady Unit	0	0	0	2	2	0
EEO Office	1	1	0	0	0	0
Investigative Services Detail	7	7	0	0	0	0
RISK MANAGEMENT TOTAL	33	32	(1)	31	48	+17

Current Trends

Senate Bill (SB) 1421 has increased workload significantly for all Risk Management Divisions. Effective January 1, 2019, this law amends the Police Bill of Rights and expands the Public Records Act (PRA) 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: (1) an officer discharges a firearm at an individual; (2) an officer's use of force results in death or great bodily injury; (3) a sustained finding that an officer engaged in sexual assault involving a member of the public; and (4) a sustained finding that an officer was dishonest during the investigations, reporting, or prosecution of a crime.

Staffing levels have not been adjusted to meet the demand of additional work created through DOJ recommendations and other policy changes/requirements. Ongoing staffing shortages coupled with increased responsibilities has created backlog that will remain for some time. This has caused delays in service from various units and has made it difficult for Risk Management units to respond to requests within customary time frames without impinging on the ability to perform other duties. DOJ recommendations and legislation have had the greatest impact on Department policies. Various processes now require additional steps and have become more time consuming.

Senate Bill (SB) 16 will increase workload significantly for all Risk Management units. Recently approved by the Governor of California on September 30, 2021, SB-16 will expand the categories of disclosure previously defined by SB-1421 under the California Public Records Act. First it expands use of force disclosures to include sustained findings involving all use of force that is unreasonable or excessive. This bill also allows for release of sustained findings of unlawful searches/arrests and all records that show racist or discriminatory conduct by a member. SB-16 also expands the type of administrative investigations subject to disclosure and expands the definition of sustained cases which will require revisiting previously reviewed cases. SB-16 has the potential to produce 18,000 backdated/historical cases, in addition to 1,000+ new cases per year.

RMO – Legal Division

The Legal Division is responsible for ensuring that the Department complies with all applicable laws and legal requirements imposed by local, state, and federal mandates. The Division also monitors litigation in which the Department, its members, or the Chief is named and works with the City Attorney’s Office on civil litigation matters. The Legal Division consists of five sub-units that are described below.

Risk Management Office - Legal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Legal Division						
Legal Unit	3	3	0	5	7	+2
EIS Unit	1	1	0	2	2	0
Court Liaison Unit	3	3	0	4	8	+4
Body Camera Unit	3	4	+1	8	12	+4
SB-1421 Unit	1	1	0	7	13	+6
DIVISION TOTAL	11	12	+1	26	42	+16

Legal Unit

The Legal Unit provides support and guidance to Department members and also handles the majority of requests made by the public and other City agencies under the CA Public Records Act (PRA) and Sunshine Ordinance. The process of fulfilling a PRA request begins when it is received. A legal assistant is assigned to the request and subsequently enters it into an information management system to monitor and track the Department’s progress in completing the request. Through the same system, the Legal Unit acknowledges that the request was received and provides a response within 10 days. The Department is also able to file for a 14-day extension if additional time is warranted.

While PRA requests are not new to the Department, they have increased in both activity and, in many cases, complexity given the emergence of body-worn cameras and the passing of SB-1421. 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 research and legal analysis with contributions from multiple Divisions/units. Due to this variance, these positions are considered non-scalable in this staffing analysis. However, in 2019, the Legal Unit processed and completed 210 PRA requests and that number increased

by 41% in 2020. The Project Team recommends one Legal Assistant and one Management Assistant to meet the growing demands of fulfilling PRA requests.

Risk Management Office - Legal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Legal Unit	3	3	0	5	7	+2
Lieutenant	1	1				
Sergeant	1	1	0			
Officer	1	1	0			
Management Assistant				0	1	+1
Legal Assistant				3	4	+1
Senior Clerk				1	1	0
Senior Legal Clerk				1	1	0

Early Intervention System (EIS) Unit

The EIS Unit operates an early warning intervention program that aims to ensure member accountability and increase performance. EIS is an information management system that monitors the conduct of all sworn members and creates alerts for members who show patterns of at-risk behavior. If alerts are triggered, the EIS Unit will notify the District Stations and work with supervisors to coordinate interventions/trainings.

The methodology for determining staffing for the EIS sergeant is workload-based, assigning an estimated amount of time to review an alert and determine if an intervention is required. In 2019, there were 601 alerts generated by the EIS. The estimated time per alert is calculated from a base of 60 minutes to complete a comprehensive analysis of the alert and officer history, plus an additional average of 30 minutes to close the alert and/or initiate follow-up. In total, each alert represents 90 minutes of workload.

Overall, at over 900 hours, EIS-related workload (including all follow-up and intervention coordination) warrants the full-time Sergeant position. In addition to conducting EIS work, the Sergeant also serves as the Officer in Charge (OIC) of the unit. The Principal Administrative Analyst and Senior Administrative Analyst assigned to EIS are set as non-scalable support to the Sergeant. They play a valuable role in analyzing data, developing reports, and focusing on use of force incidents. 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 for whom an alert has been generated.

Risk Management Office - Legal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
EIS Unit	1	1	0	2	2	0
Sergeant	1	1	0			
Senior Admin Analyst				1	1	0
Principal Admin Analyst				1	1	0

Court Liaison Unit

The Court Liaison Unit has several sub-units and is responsible for the administrative processing of subpoenas, front counter interactions with the public, scheduling and payroll, and record keeping. The unit also provides legal counsel regarding subpoenas and various court issues and acts as a liaison between the Department and the SF City Attorney, SF Superior Court, SF District Attorney, and SF Public Defender.

Unit staffing has decreased over the last 18 months due to retirement and reassignment which has resulted in staff performing the duties of multiple positions. In June 2020, the unit's payroll clerk retired and this position has remained vacant. This role is essential to the unit as the member was responsible for processing and approving court-related overtime for the entire Department in a timely manner. The unit is also staffed with only one paralegal who is performing the duties of two distinct positions. Their primary responsibility is to act as the Department's Custodian of Record in responding to criminal records subpoenas. However, this member has also been taking on the duties of responding to civil records subpoenas which should be covered by a second paralegal position.

Although staffing levels have been insufficient for a number of years, the unit's workload has increased simultaneously causing backlog and delays in timely subpoena service. Prior to the COVID-19 pandemic, the volume of defense and civil subpoenas had increased at an alarming rate. With only a single clerk to manage front counter secretarial duties as well as all Department witness subpoenas, served subpoenas often do not arrive until well after the court date, if at all. Approximately less than 25% of all subpoenas sent for service are returned.

The courts also recently added a fifth day (Friday) to the weekly calendar which has increased the number of monthly traffic hearings by 25%, from 640 to 800. Criminal records subpoenas have not increased in volume but have begun to include subpoenas from the Grand Jury which are extremely time consuming. The scope and frequency is expected to increase over time and continue with the passing of SB-16 and the growing attention to cases involving officer use of force.

Many of the functions performed by the Court Liaison Unit are manual processes that involve the over-processing of documents. For example, the Traffic Subpoenas subunit is tasked with daily printing of Department-wide e-citations and is required to physically deliver them to various offices. The unit could work more efficiently and streamline their processes if automated systems were put in place.

Risk Management Office - Legal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Court Liaison Unit	3	3	0	4	8	+4
Sergeant	1	1	0			
Officer	2	2	0			
Attorney				1	1	0
Senior Legal Clerk				0	1	+1
Senior Clerk				3	6	+3

Given that the unit's scope of work continues to evolve and increase in volume, specifically the number of court hearings, a ratio-based methodology was used to assess the appropriate staffing levels of the unit for sworn and civilian members who share responsibilities. The ratio-based methodology recommends the addition of one sworn Officer, one legal clerk, and two civilian clerical positions. However, it appears that the Court Liaison Unit could benefit from civilianizing the additional sworn position to provide additional administrative support. Therefore, the Project Team recommends the addition of one paralegal to support the unit's legal counsel, and three clerical roles to support work with traffic subpoenas, records subpoenas, and witness subpoenas. Adding these roles will enable the unit to process all subpoenas in timely manner.

Body Worn Camera (BWC) Unit

The Body Worn Camera Unit is responsible for retrieving, editing, redacting, and processing audio and video footage for requesting parties. Requestors include the general public, media, the American Civil Liberties Union (ACLU), the Department of Police Accountability (DPA), the SF Public Defender's Office, traffic courts, and various City agencies. Requests vary considerably in their scope, ranging from pulling one narrowly defined video to numerous videos over a period of time. A Sergeant supervises the BWC Unit; however, a Lieutenant oversees both the BWC Unit and the SB-1421 unit.

The workload required 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). Requests made by other agencies, for instance, typically involve pulling far more videos, resulting in longer processing times. However, the most significant factor in determining workload is the number and length of videos requested. The industry standard for redaction is 6-9 times the amount of the recording being reviewed, based on technological tools and resources available. This does not account for the time spent locating videos, preparing letters, and completing other administrative tasks associated with the process.

A single Lieutenant oversees the BWC and SB-1421 units with two Sergeants serving as the direct supervisor of each unit. The Officer assigned to the BWC Unit shares some responsibilities with the Legal Assistants. However, there is some role delineation where the civilian members focus on redacting videos, while the Officer spends the majority of their time locating and reviewing videos being sent to other law enforcement agencies for prosecution.

The Body Worn Camera Unit does not have the bandwidth to meet the growing demand for audio/video requests. With current staffing levels, the BWC Unit is only able to process approximately 50,000 minutes of video per year without employing overtime. The current demand is more than 100,000 minutes per year. In 2019, the unit allocated a significant amount of overtime and was able to respond to 519 requests and produce 132,984 minutes of redacted audio/video. Using the industry standard of redaction taking 6-9 times the amount of recorded footage reviewed as noted above, this corresponds to

approximately 18,839 hours spent on audio/video redaction⁷. A huge backlog remains which has resulted in the unit's inability to meet deadlines for requests from various requestors and City agencies such as DPA. On average, the unit typically has 75,000 - 80,000 minutes of audio/video backlog that has been requested and is awaiting processing.

The volume of visual and audio recordings created each day continues to increase and the Department must now to retain and document more body worn camera footage than previously required. This is due to SB-1421 and other mandates. Anticipating the drastic impact that SB-16 will have on the unit's workload, the Body Worn Camera Unit has been proactive and has already begun to flag current audio/video recordings that meet the SB-16 criteria.

One of the primary obstacles in performing video and audio redactions are the tools associated with the Department's current software. Some videos could potentially be outsourced for redaction but before release of any video for anything other than criminal prosecutions and investigations, state law requires the redaction of any CORI/CLETS information captured. This information is primarily captured on computer screens, printouts, and audio transmissions. Videos processed by an outside vendor would need to be processed for CLETS redactions prior to sending out and would need to be reviewed by staff prior to public release. Outsourcing this work would also require approval by the Civil Service Commission and notification to Local 21. Hiring provisional or temporary employees to clear the backlog would not be cost effective based on office space limitations and the training and time needed to gain competency and purchase additional equipment.

The Department's current redaction software has many shortcomings. The object tracking is inconsistent, and results in employees having to apply manual redactions throughout. The software does not provide a tracking log for redactions applied to video or audio, requiring notes of redactions to be made during the process, further compounding the length of time required to process video. More robust software suites have features such as masks automatically applied to computer screens and transcription that allows the user to easily locate and redact required CLETS audio as well as provide automated redaction audit trails. These features would greatly enhance the efficiency of the redaction workflow.

Using established workload-based methodologies, the Project Team recommends the addition of four Legal Assistants and one Officer to the Body Worn Camera Unit. Increased staffing levels will allow the unit to keep pace with the increasing demand for audio/video requests while decreasing overtime utilization. Current workload-based methodologies do not take into consideration the additional work that will be generated from the passing of SB-16. Moving forward, and for future analysis, the unit's workload should be monitored closely to measure/assess the impact of Senate Bill 16.

⁷ This calculation is $(132,984 \times 8.5)/60$.

Risk Management Office - Legal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Body Camera Unit	3	4	+1	8	12	+4
Lieutenant	1	1	0			
Sergeant	1	1	0			
Officer	1	2	+1			
Legal Assistant				8	12	+4

Senate Bill (SB) 1421 Unit

The SB-1421 Unit manages the disclosure of all records connected to officer-involved shootings (OIS), use of force resulting in great bodily injury, and cases of dishonesty and/or sexual assault by a Department member. The Department has received a number of requests for previously confidential peace officer records made public because of the passage of SB-1421. Despite the Department's best efforts to respond promptly, a backlog has quickly developed and will remain for some time.

Responding to each request is extremely time-consuming and involves many hours of research, analysis, and redaction. The Department has received general requests for disclosure of all records in all categories and requests by specific incidents and by specific officers. This requires a robust tracking and cross-tracking of all of the sub-requests contained within single requests as well as overall request tracking. The SB-1421 collaborates with other units within the Legal Division to provide responses in the form of acknowledgement of receipt, extension of time, clearance letters for non-responsive category requests for specific officers, and productions of responsive documents.

Responding to SB-1421 requests has proven to be challenging and extremely time consuming and the Department has not been able to respond within customary time frames. The Department began using an electronic tracking system (AIMS) to capture use of force incidents in 2006. However, the entries only indicate that a reportable use of force had occurred and did not track the type(s) of force used or whether great bodily injury occurred. Records created from 2016 to present indicate the type of force used, but the Department has only recently begun to track great bodily injury. Injury is not always apparent at the initial use of force and may become apparent later; this information may not be available in the form of a police report. Risk Management Divisions do not have electronic entries sufficient to determine the eligibility of a record for disclosure without reviewing the physical file for most cases.

Each case contains multiple line items that must be evaluated. Approximately 5,000 line items have completed review, 2,500 are in the review process, 6,500 eliminated electronically, and 18,500 remain for review. It is important to note this is only the count of records entered into electronic systems. Additional documents exist that must be evaluated by reviewing paper files. Locating and preparing documents for review for determination is a lengthy process which requires checking multiple electronic platforms, ordering physical files from offsite, and documenting each step for tracking purposes. Thousands of new records are generated yearly. These numbers do not include the time required to craft correspondence, update internal tracking, generate monthly reports, and review applicable laws and like requests and responses. In 2019, the SB-1421 unit received 137 PRA requests, which resulted in 1,155 releases/responses and more than 20,740 pages released.

Eleven new civilian positions were funded to provide support to the SB-1421 Unit: one Attorney, one Senior Legal Processing Clerk, and nine Legal Assistants. The positions were initially approved as temporary positions but were recently converted to permanent as the requirements for SB-1421 will remain in place and be expanded with the passing of SB-16. Currently, the Senior Legal Processing Clerk and four of the Legal Assistant positions remain vacant as a result of the hiring freeze during the Covid-19 pandemic. The unit holds funding for those positions and hopes to resume the hiring process as soon as possible.

SB-16 is currently in the final review stages of the legislative process. As written, SB-16 will expand the categories of disclosure previously defined by SB-1421 under the California Public Records Act. First it would expand use of force disclosures to include sustained findings involving all use of force that is unreasonable or excessive. This bill also allows for release of sustained findings of unlawful searches/arrests and all records that show racist or discriminatory conduct by a member. The bill also expands the type of administrative investigations that are subject to disclosure and expands the definition of sustained cases which will require revisiting previously reviewed cases. If passed, SB-16 has the potential to produce 18,000 backdated/historical cases (does not include paper files), in addition to 1,000+ new cases per year.

Using established workload-based methodologies, the Project Team recommends the addition of five Legal Assistants and one Legal Clerk to support the SB-1421 Unit. Additional members will allow the unit to decrease their amount of backlog and enable them to provide responses in a timely manner. Like the Body Worn Camera Unit, current workload-based methodologies applied do not take into consideration the additional work that will be generated from the passing of SB-16. Five of the additional positions already have funding and can be filled when the interview/hiring process resumes. Moving forward, and for future analysis, the unit's workload should be monitored closely to measure/assess the impact of Senate Bill 16.

Risk Management Office - Legal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
SB-1421 Unit	1	1	0	7	13	+6
Sergeant	1	1	0			
Legal Assistant				5	10	+5
Legal Process Clerk				1	2	+1
Attorney				1	1	0

RMO – Internal Affairs (IA) Division

The Internal Affairs (IA) Division is directed by a Lieutenant and comprised of three units: Internal Affairs Administrative Investigations Unit, Officer-involved Shooting (OIS) Unit, and Brady Unit. The Investigative Services Detail (ISD) is also organized within IA but focuses primarily on criminal investigations and is led by a Lieutenant. The single person Equal Employment Opportunity (EEO) Office is also organized within IA. The table below provides a staffing overview of the Internal Affairs Division and an analysis of each unit is provided in this section.

Risk Management Office - Internal Affairs Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administrative Investigations	8	8	0	3	4	+1
Lieutenant	1	1	0			
Sergeant	7	7	0			
Attorney				1	2	+1
Senior Clerk				1	1	0
Senior Legal Clerk				1	1	0
OIS/In-Custody Deaths	4	2	(2)			
Sergeant	4	2	(2)			
Brady Unit				2	2	0
Attorney				1	1	0
Senior Legal Clerk				1	1	0
EEO Office	1	1	0			
Sergeant/Inspector	1	1	0			
Investigative Services Detail	7	7	0			
Lieutenant	1	1	0			
Sergeant/Investigator	5	5	0			
Officer	1	1	0			
DIVISION TOTAL	20	18	(2)	5	6	+1

IA – Administrative Investigations (Non-OIS)

The primary responsibility of the Internal Affairs (IA) Administrative Investigations Unit is to investigate allegations of policy violations brought against Department members. Unlike criminal investigations, the subject(s) of an administrative investigation is generally known and interviews are scheduled and conducted in accordance with Public Safety Officers Procedural Bill of Rights Act (POBRA) and collective bargaining agreement protocols. A union representative is present during interviews and subjects are required to provide responses to questions relating to the alleged policy violations. Once an investigation is complete, a determination of the finding is conducted internally along with any proposed discipline that may be warranted. The discipline component is intended to be corrective so that such behaviors do not occur again; however, it is essential that this unit is staffed adequately so that investigations are comprehensive and corrective measures can be implemented as soon as possible.

The IA Administrative Unit is composed of seven Sergeant Investigators, one Attorney, and one Senior Clerk (both of whom work with all units in the Division). Staffing for the Investigators and Attorneys assigned to the unit are determined through a workload-based methodology, the structure of which mirrors the calculation process that is used for investigative units. As with many units in the Investigations

Bureau, staff assigned to Internal Affairs are case-driven, following a process in which working a case entails case assignment, information retrieval and witness identification, interviews, and concluding with written investigative findings.

Workload for the IA Administrative Unit has increased as a result of the recommendations made by the US Department of Justice (DOJ) in its 2016 assessment. Through the Department’s Collaborative Reform Initiative (CRI), many of the Department’s policies changed which has created additional steps and made processes more time consuming. The unit is required to generate routine reports and complete trainings on a quarterly/annual basis. Its day-to-day responsibilities have also increased as Investigators now follow additional protocols, including regular monthly follow ups with complainants and additional documentation ensuring “closure.”

The methodology for determining staffing for IA Investigators is workload-based, assigning an estimated amount of time to review and complete administrative investigations (non-OIS). In 2019, there were 261 administrative investigations completed by IA. The estimated time required to complete a comprehensive investigation is approximately 30 hours. Using this workload-based methodology, the Project Team does not recommend any changes to the number of administrative Investigators.

A workload-based methodology is also used to determine Attorney assignments. However, since this position provides support to the entire IA Division (OIS and Non-OIS), the cases are categorized differently. There are minor cases which are considered “Chief’s Level Investigations” and major cases which are “Commission Level Investigations.” From the Attorney perspective, these cases are categorized based on the level of discipline sought rather than the underlying type of misconduct. For example, an OIS case could be considered a Chief’s Level Investigation and result in written reprimand, or it could be more severe and considered a Commission Level Investigation and result in termination. Determining whether a case is minor or major also drastically changes the amount of work that goes into the investigation. In 2019, the IA Division completed 192 Chief’s Level (minor) Investigations and 9 Commission Level (major) Investigations. Chief’s Level investigations are estimated to take 35 hours to complete, while Commission Level investigations take approximately 140 hours. In IA Administrative Investigations, some of this workload is also distributed amongst the Sergeant Investigators, who provide assistance to the Attorneys in the cases described above. Using this workload-based approach, the Project Team recommends the addition of one Attorney to provide additional legal support to the entire Internal Affairs Division.

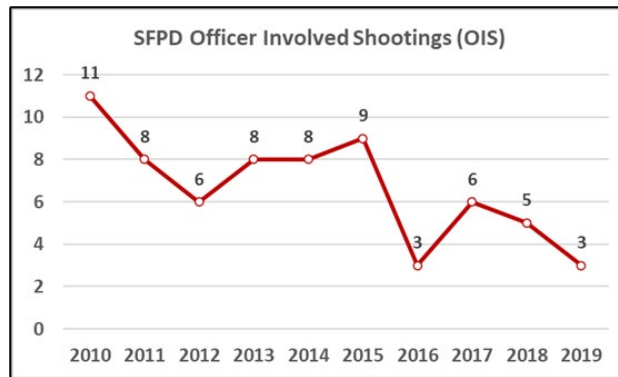
Risk Management Office - Internal Affairs Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administrative Investigations	8	8	0	3	4	+1
Lieutenant	1	1	0			
Sergeant	7	7	0			
Attorney				1	2	+1
Senior Clerk				1	1	0
Senior Legal Clerk				1	1	0

Officer-Involved Shooting (OIS)/In-Custody Death Unit

Four Sergeant Investigators are directly assigned to investigate and review officer-involved shootings (OIS) and are organized as a distinct component of Internal Affairs. Their work investigating these incidents entails reviewing all documents and investigative material from an officer-involved shooting; investigative work itself is conducted by Investigative Services Detail and District Attorney’s office. Reviews focus on policy, training, and supervision and is used to determine whether the use of force falls within policy and training. Unlike investigations, reviews do not require new investigations or interviews, but rely on investigations that are already completed. An OIS review can be started before other investigations are complete, but cannot be concluded until all other processes have been completed.

The prior staffing report used a workload-based methodology with the 10-year average for OIS incidents as the primary metric. However, over the last 10 years, officer-involved shootings have decreased significantly, by 72%. This workload-based approach uses 2019 data, during which three OIS incidents occurred, each incident requiring approximately 800 hours of investigative time. There are currently four Investigators assigned to the OIS Unit. However, this methodology shows that only two Investigators are required given the number of cases and the time per case.

Year	# OIS
2010	11
2011	8
2012	6
2013	8
2014	8
2015	9
2016	3
2017	6
2018	5
2019	3



Risk Management Office - Internal Affairs Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
OIS/In-Custody Deaths	4	2	(2)			
Sergeant	4	2	(2)			

Brady Unit

The Brady Unit is comprised of one Attorney and one Senior Legal Clerk. Upon request, it is the unit’s primary responsibility is to review conduct that calls into question the integrity of a member of the Department. Requests are most often received from the SF District Attorney’s Trial Integrity Unit. In 2019, the unit responded to 135 requests for Brady material. 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. As a result of these considerations and due to the unique role of the Brady Unit, the Attorney and Senior Legal Clerk positions have been set as unique/non-scalable. The Brady Unit should be monitored for backlogs and processing delays in the future, as these may indicate that staffing levels should be reexamined.

Risk Management Office - Internal Affairs Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Brady Unit				2	2	0
Attorney				1	1	0
Senior Legal Clerk				1	1	0

Equal Employment Opportunity (EEO) Office

The Equal Employment Opportunity Office investigates Equal Employment Opportunity complaints for referral to the Human Resources Department; work is conducted by a single Inspector (Sergeant rank equivalent). Based on data previously reported by the Department, the EEO Office handled 46 cases in 2019 and was able to close 40. Turnaround times for case reviews are unavailable to estimate staffing capacity so this position has been classified as non-scalable for this assessment. Workload and turnaround time should be tracked and monitored for use in future analyses.

Risk Management Office - Internal Affairs Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
EEO Office	1	1	0			
Sergeant/Inspector	1	1	0			

Investigative Services Detail (ISD) – Criminal Investigations

The primary responsibility of Investigative Services Detail is to conduct investigations of alleged criminal misconduct by Department members within the City and County of San Francisco. The unit frequently receives allegations from the Department of Police Accountability, various Department memos, and through referrals from the Internal Affairs Administrative Investigations Unit. Such cases have potential to be very high-profile so the unit needs to be extremely thorough when conducting investigations.

ISD investigations are different than criminal cases in that the subject of the investigation is generally known, interviews are scheduled in advance and are conducted in accordance with the union collective bargaining agreement (CBA), and there is typically counsel present. Officers cannot be compelled to make statements that could be used against them in a criminal proceeding and therefore the subject of the investigation is not required to 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.

In 2019, a new MOU was created with the SF District Attorney's Office that defined "covered incidents" that would fall under the responsibility of the Investigative Services Detail. Most notably, these "covered

incidents” included officer-involved shootings and in custody deaths. Prior to 2019, OIS were the responsibility of the Homicide Unit. With the new MOU, if an OIS occurs, ISD would be responsible for investigating the ancillary crime while the District Attorney would investigate the OIS. Officer-involved shootings take priority over all other investigations and the unit devotes one hundred percent of their time for a minimum of four to six days following an OIS. Tasks include collaborating with the DA and collecting all pertinent information to present to Command Staff in preparation for Community Town Hall Meetings, which must occur within ten days of the incident.

With the new MOU, the Investigative Services Detail has taken on more responsibilities. Simultaneously, the unit’s staffing level has decreased as they have lost two Investigators since 2019. A workload-based methodology is used in determining the staffing levels for both Investigators and Officers. In 2019, the unit conducted 59 criminal investigations, each requiring approximately 130 hours of investigative time from the Sergeant Investigators and approximately 5-8 hours of administrative support from the sworn Officer. The sworn Officer also performs tasks that require law enforcement jurisdiction and expertise, including responding to crime scenes and collecting evidence. Using this workload-based approach, the Project Team does not recommend any staffing level changes at this time.

Risk Management Office - Internal Affairs Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Investigative Services Detail	7	7	0			
Lieutenant	1	1	0			
Sergeant/Investigator	5	5	0			
Officer	1	1	0			

Police Commission Office

The Police Commission Office acts as a liaison between the Department and the Police Commission and reports directly to both the Chief of Staff as well as the President of the Police Commission. A sworn Commission Secretary (Sergeant) provides oversight and conducts duties such as handling discipline matters and reviewing policies. Other responsibilities include working on DOJ recommendations and reform initiatives, responding to PRA (SB-1421) requests received by the Police Commission specifically, attending meetings on behalf of the Commission, coordinating weekly agendas with the Commission President, contributing to policy reviews/amendments, participating in workgroup meetings, and collaboration with the City Attorney's Office on discipline cases and other Commission matters.

There are no workload measures to determine staffing for the Police Commission Office and thus the positions are classified as non-scalable. Current staffing levels are adequate; however, it is recommended to closely monitor the number of PRA requests generated by SB-1421 and the passing of SB-16.

Police Commission Office						
	<i>SWORN</i>			<i>CIVILIAN</i>		
	Current	Recommended	Need	Current	Recommended	Need
Commission Office	2	2	0	2	2	0
Sergeant	2	2	0			
Principal Admin Analyst				1	1	0
Executive Secretary				1	1	0

Chief's Office

Overview

Members in the Chief's Office provide high-level administrative support for the Chief of Police in managing the oversight of the Department and its operations. The Chief's Office is currently comprised of three full-time positions and several part-time retirees. The Sworn Detail includes one Sergeant and one Officer who share responsibilities for oversight of the office. They 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. The Sworn Detail also acts as an escort detail for the Chief, which includes driving the Chief to events and providing general security. The Chief also has an Executive Assistant who manages scheduling, emails to the Chief, and other administrative support assignments and special projects. Workload for these positions is not captured through specific measures and therefore these positions have been classified as non-scalable.

Staffing within the Chief's Office has decreased in recent years due to promotions and other Department staffing priorities. In recent years, the Chief's Sworn Detail alone included one Sergeant and four Officers. Previously there were also two Managers who were responsible for managing and coordinating oversight for special projects assigned by the Chief. These two positions are now assigned to the Policy and Public Affairs Office; they support policy work for the Chief under the direction of the Director of Policy and Public Affairs. Additionally, a Clerk position has remained vacant within the Chief's Office which was typically responsible for project tracking and overseeing office payroll.

Recommended Staffing

Chief's Office						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Chief of Police	1	1	0			
Sergeant	1	1	0			
Officer	1	1	0			
Executive Assistant				1	1	0
Clerk				0	1	+1
CHIEF'S OFFICE TOTAL	3	3	0	1	2	+1

Although positions within the Chief's Office are non-scalable, there is a need for additional clerical support to assist with various administrative tasks such as payroll and processing Captain's compliments. The Project Team recommends the addition of one civilian Clerk to meet demands the Chief's Office.

Discussion of Non-Police Response

Project Overview

The City and County of San Francisco has implemented and/or wishes to implement various strategies to promote alternatives to policing such as using the Street Crisis Response Team (SCRT) to address specific mental health-related calls, and reassigning specific Priority C call types from the Police Department to other City agencies. Per Police Commission Resolution No. 21-60, the report should include a discussion of the potential staffing impact of these strategies for non-police response. At this time, there is no consistent and reliable data that would enable the Project Team to conduct a rigorous and defensible workload analysis.

However, the San Francisco Police Department has engaged with the City Performance Unit of the Controller's Office to initiate a joint project to determine 1) the ongoing SFPD workload related to 800-B calls as SCRT continues to develop, and 2) to assess if and how other City agencies may be able to handle workload currently attributed to SFPD for specific Priority C calls in areas such as homelessness, mental health, substance use, and traffic enforcement. The Controller is the ideal partner for this project due to the organization's neutrality, pre-existing familiarity with public safety/SFPD data, and citywide perspective. Indeed, this is a citywide project rather than simply a Police Department project, and SFPD looks forward to working with the Controller in the next fiscal year to determine if and how other City agencies are able to handle workload currently attributed to SFPD, and at what magnitude, hence determining if these strategies are viable long-term alternatives to policing.

This project aims to 1) determine both citywide and SFPD workload associated with the implementation of the Street Crisis Response Team and 2) determine what Priority C call types, and the associated workload magnitude, might be assigned to other City agencies if deemed appropriate for other agencies to handle. This project would determine how to assess workload associated with SCRT and with designated Priority C calls by developing a replicable methodology that the Department and the City can utilize in the future in making resource decisions.

The following sections provide an overview of SCRT and a summary of available data, and a discussion of potential Priority C calls types, including a preliminary data and call type review.

Street Crisis Response Team (SCRT)

In December 2019, the City and County of San Francisco enacted legislation to establish Mental Health SF, a program that provides access to mental health, substance abuse, and psychiatric care services to homeless and uninsured San Franciscans. In November 2020, the City launched the first phase of San Francisco's Street Crisis Response Team (SCRT) pilot program. The goal of SCRT is to provide rapid, trauma-informed response to calls for service for people experiencing crisis in public spaces; to reduce the frequency of police responses to non-violent, non-criminal, behavioral health-related calls; and to reduce unnecessary emergency room occupancy. The first SCRT team began responding to calls on

November 30, 2020, with a focus in the Tenderloin. Following data analysis and impact reports, SCRT expanded to six fully operational teams that provide services in areas impacted by severe behavioral health conditions in San Francisco.

Each SCRT team has a community paramedic from SF Fire Department, a behavioral health clinician from HealthRIGHT 360, a peer specialist from Richmond Area Multi-Services (RAMS), and a care staff dedicated to linkages and follow up support services. The first two teams launched and subsequently provided coverage seven days a week for 12 hours each day. Following the implementation of the additional four teams, coverage expanded to 24 hours a day, 7 days a week, with each team focusing on different areas of San Francisco.

SCRT teams respond to 911 calls that are designated as “800-B” – those calls whose code indicates a classification of mentally disturbed person and whose priority level indicates an active incident that is not a threat to public safety. SCRT teams can also respond to “on view” cases in which they encounter a person in crisis within their designated neighborhoods or receive a notification from another City agency. Based on ongoing evaluations of the program, additional call types may be added to SCRT, such as suicide attempts, juveniles beyond control, well-being checks, and mental health detentions.

The Department has worked collaboratively with partners to ensure a successful transition of calls to SCRT. As SCRT builds capacity, the Department is still co-responding to several calls or responding entirely when SCRT teams are limited or fully occupied. In 2020, SFPD responded to approximately 652,622 calls for service. Of those, 20,950 calls were mental health-related (e.g., 800-B mentally disturbed person and 801 person attempting suicide) and 28,628 check on well-being (code 910) calls for service for a total of 49,578 mental health-related incidents. 800 calls are a considerable category with calls for service amounting to 16,451. From November 2020, when SCRT was launched, to March 2021, when the six teams went live, SFPD responded to 2,501 800-B calls and SCRT responded to 624 800-B calls. Available data indicates that SCRT teams responded to approximately 20% of B-priority 800 calls and a smaller percentage of all mental health-related calls for service. The Department looks forward to ongoing evaluation and transfer of calls to SCRT.

Understanding the complexities of mental health issues, substance abuse issues, and homelessness, the City has supported the development and proposals of other groups, such as the Compassionate Alternative Response Team (CART) and the Street Wellness Response Team (SWRT). CART proposes to respond to all homeless C-Priority calls, coded 601 (trespassing - unauthorized person occupying others property), 916 (suspicious person in car), 917 (suspicious person), 919 (sit/lie), 910 (well-being check), and overflow 800. CART teams would be composed of community workers trained in mental health and first aid to de-escalate crisis and connect people to supportive services. The SWRT wellness teams would work 12-hour shifts and include paramedics with the Fire Department and members of the Homeless Outreach Team (HOT). SWRT would be two-member teams that drive around the City to assist located individuals who are not in an acute behavioral health crisis but may require immediate attention. Again, the Department is committed to ongoing conversations with City officials, City partners and community groups, to provide the appropriate care to those individuals who are non-violent but in need of assistance.

Priority C Calls

This discussion provides some preliminary data on calls for service related to homelessness, behavioral/mental health, substance abuse, well-being, and other low priority, non-violent public safety areas.

Homelessness

Calls for service related to homelessness include the call codes 915 (Homeless related) and 919 (Sitting or Lying on Public Sidewalks). In 2019 there were 48,224 Priority C computer-aided dispatch (CAD) records with one of these codes listed as the original call type. Thirty percent of these (14,345) were calls for service, while 70% (33,879) were self-initiated police activity, or “on-views,” in which police officers encounter these incidents while patrolling. By comparison, Priority A and B calls had a combined total of 367 records for 2019.

There were 50,693 unit responses to Priority C Homeless-related CAD events (47,041 assigned units and 3,652 backup units). The average handling time for Priority C CAD records related to homelessness was 23 minutes for assigned units and 78 minutes for backup units; however, the number of officers that responded to these calls is unable to be determined due to limitations of the CAD data (information on number of officers per unit exists within sector patrol call signs but not in other unit types). Sector patrol call signs account for 19% of the responding units for this call type with the remaining 81% representing any other responding unit in the Department, District Station or otherwise.

Behavioral/Mental Health

Behavioral/mental health call codes include 800 (Mentally disturbed person) and 5150 (Psychiatric Evaluation/Hold). Other call codes to consider in future analyses would be 801 (Person attempting suicide), 806 (Juvenile Beyond Parental Control), 800CR (Mentally Disturbed Person/Weapon or Potential for Violence) and 801CR (Person Attempting Suicide/Weapon or Potential for Violence). However, the severity of these calls types generally warrant a Priority A or B response and therefore may not be appropriate to transfer wholly to other agencies. At this time, SFPD’s Crisis Intervention Team (CIT), specifically trained in crisis response, address 800CR and 801CR incidents with other City behavioral health specialists.

Indeed, 99% of mental health-related calls in 2019 are categorized as Priority A (29%) or Priority B (70%). As discussed in the SCRT section, the Street Crisis Response Team aims to respond to 800-B calls at this time, though SFPD is still the responding agency, or one of the responding agencies, in many instances. Priority C calls account for only 1% of mental health calls (codes 800 and 5150 in this analysis), with 229 CAD records. Of these 229 CAD entries, 216 were calls for service and 13 were on-views. There were 314 responses to these Priority C CAD events, with 221 assigned units and 93 backup units. Average response times were 26 minutes for assigned units and 46 minutes for backup units. Eighty-three percent of responses were conducted by Sector Patrol units. Priority C mental health calls could potentially be handled by SCRT, which is already intending to handle 800-B mental health calls.

Well-Being Check

The CAD call code for Well Being Check is 910. Priority A and Priority B calls represent the majority of 2019 CAD records where the original call code is 910. There were 9,251 Priority A calls for service and six Priority A on-views, 17,465 Priority B calls for service and 1,901 Priority B on-views. For Priority C well-being checks, there were 220 calls for service and 31 on-views. For the Priority C 910 calls, there were 359 responses to these CAD events, with 249 assigned units and 110 backup units. Average handling times was 34 minutes for assigned units and 73 minutes for backup units. Eighty-one percent of these calls were handled by Sector Patrol units.

Substance use calls may also be considered under calls related to well-being checks. Call types specific to substance use include 811 (Intoxicated person), 106N or 6N (Narcotics). The majority of these substance use CAD entries in 2019 are Priority C, at 1,243 calls. Sixty-nine percent, or 860 Priority C substance use CAD records, were calls for service, while 31% were on-views (383). Combined there were 284 Priority A and B calls for service and 4 on-views. There were 1,551 unit responses to Priority C CAD events (1,180 assigned units and 371 backup units). Average handling time was 23 minutes for assigned units and 44 minutes for backup units. Sixty-seven percent of calls were responded to by Sector Patrol units.

The preliminary data presented here indicates that some call types, such as those related to Homelessness, may have a volume of Priority C calls that could be appropriate for other City agencies to handle, warranting further analysis here. On the other hand, CAD records from 2019 indicate that a majority of calls related to behavioral/mental health and to well-being checks are classified as high priority – Priority A and Priority B rather than Priority C, as initially designated for analysis. Further exploration of these calls codes and priority designations is needed to determine if transferring specific call codes in the Priority C designation is a viable strategy for facilitating non-police response – and at what workload magnitude.

Civilian Staffing Opportunities

Overview

According to the International Association of Chiefs of Police (IACP) Model Policy establishing law enforcement agencies' commitment to hiring and utilizing civilian personnel, the "efficiency and effectiveness of law enforcement agencies is enhanced when sworn and non-sworn personnel are appropriately used to perform those functions that are best suited to their special knowledge, skills and abilities." One primary goal of SFPD's civilianization effort is to enable sworn personnel to be properly assigned to patrol or other law enforcement-specific roles, yet the Department is also invested in ensuring that members, sworn and non-sworn, are performing job duties most aligned with their unique skillsets so that the Department can most efficiently provide services to the City and County of San Francisco. Allocating professional staff throughout the Department in a thoughtful and sustainable way can help build an infrastructure to effectively handle the public safety demands placed experienced by San Francisco.

Therefore, it should be noted that civilian staffing opportunities encompasses various structural and job classification changes that aim to best align sworn and non-sworn members with the appropriate duties. These changes include:

- The **complete civilianization of a position** or unit because a civilian could execute the job duties of a sworn member and garner salary savings.
- The **addition of a civilian position** to a unit so that this position can execute *some* of the job duties performed by a sworn member, but not all duties. This results in more effective delineation in job duties such that sworn members can devote their time to activities that necessitate sworn expertise and/or a reduction in the number of sworn in the position.
- The **addition of a civilian position** to a unit because the unit responsibilities necessitate additional staffing and the specialized skills and abilities of trained professional staff provide the unit with function(s) that enhance unit operations.

Throughout, the report suggests civilian staffing opportunities that can be categorized by the situations described above. The full report provides detailed analysis and considerations on these recommendations. A summary table, including timeframes and relevant discussion, is shown below.

Identified Opportunities for Civilianization

Unit	Civilianization Opportunity	Benefits	Challenges & Considerations
Captain's Staff, District Stations, FOB	Transfer some job duties to civilian members <i>Short-term</i>	<p>Captain's Staff at District Stations are currently entirely sworn. The addition of a civilian member would transfer job duties such as social media management, newsletter authoring, and meeting preparation to a more appropriate job and enable the Department to reallocate some sworn members on Captain's Staff back to patrol.</p> <p>Suggested classification: 1842 Management Assistant</p>	Sworn members must always be present on the Captain's Staff to enforce permitting, plan events, and provide a sworn presence at community meetings as needed.
ALU/Permits, FOB	Transfer some job duties to civilian members <i>Short-term</i>	<p>Permits/ALU is a heavily administrative unit and functions within a network of processes and communication with other agencies. The unit could greatly benefit from civilian staff with skills and expertise in developing standard work schemas and managing processes and interface with other City agencies.</p> <p>Suggested classification: 1842 Management Assistant</p>	Sworn members must always be present in ALU/Permits to enforce permitting and participate in decoy operations.

Unit	Civilianization Opportunity	Benefits	Challenges & Considerations
Community Engagement Division, FOB	<p>Transfer some job duties to civilian members</p> <p><i>Medium-term</i></p>	<p>The Community Engagement Division interacts with residents, visitors, and youth in the community. Civilian members can also interface with the community members to strengthen the Department's relationship with those that it serves. CED could utilize a civilian member in the appropriate classification to also be responsible for programmatic strategic planning around community and youth engagement. Moreover, CED is responsible for managing aspects of SFPD's ongoing compliance with CRI, which includes extensive administrative follow up and meeting preparation. Many of these duties should be transferred to civilian staff.</p> <p>Suggested classifications: 0922 Manager I, 1842 Management Assistant</p>	<p>The Department needs conduct strategic planning for the Community Engagement Division and part of this process should be determining staffing structure, including role delineation between sworn and civilian staff that effectively utilizes the unique skillsets of each.</p>
Report Writing Unit, FOB	<p>Civilianize unit</p> <p><i>Medium/long-term</i></p>	<p>The Report Writing Unit handles non-urgent calls from the public and writes reports. Full duty law enforcement personnel can then focus on responding to high priority calls for service. Sworn members on temporary modified duty are currently staffing the unit. For continuity and to provide high quality customer service, the Department should consider staffing the unit with civilian staff that possess the appropriate skills.</p> <p>Suggested classification: 9209 Community Police Services Aide</p>	<p>The Report Writing Unit is one assignment in which the Department currently uses sworn members who are not full duty. Before civilianizing the Report Writing Unit, the Department will need to determine other strategies for utilizing sworn members on TMD, if at all.</p>

Unit	Civilianization Opportunity	Benefits	Challenges & Considerations
Department Operations Center (DOC), FOB	Civilianize unit <i>Medium/long-term</i>	<p>The Department Operations Center (DOC) functions as a call center. While there are a number of Police Services Aides (PSAs) currently assigned to the unit, DOC is also staffed with sworn members who are less than full duty due to activity restriction or a disciplinary condition. For continuity and to provide high quality customer service, the Department should consider staffing the unit with civilian staff that possess the appropriate skills.</p> <p>Suggested classification: 9209 Community Police Services Aide</p>	<p>DOC is one assignment in which the Department currently uses sworn members who are not full duty. Before civilianizing DOC, the Department will need to determine strategies for utilizing sworn members who on TMD and in particular, on some type of disciplinary condition with a pending investigation.</p>
CISU, Administration Bureau	Civilianize various sub-units <i>Short-term</i>	<p>The Crime Information Services Unit (CISU) includes various sub-units organized in the Records and Property Divisions. Many of these sub-units, particularly in Records Management, as well as the direct supervision of the Divisions, can be wholly civilianized. Given the analysis conducted, the Project Team has made recommendations in the CISU section.</p> <p>Suggested classification: 1404-1410 Clerk series</p>	<p>The Department will always need some sworn presence, such as a member to work with an outside vendor who specializes in field tools for sworn members. Moreover, the Department currently utilizes some sworn members on temporary modified duty in this assignment and will need to determine strategies for utilizing these members.</p>

Unit	Civilianization Opportunity	Benefits	Challenges & Considerations
Crime Scene Investigations (CSI), Investigations	Civilianize various sub-units <i>Long-term</i>	CSI has various sub-units whose functions could be performed by civilian members with the appropriate training. However, these civilian members would need to be highly specialized, which may require working with SF Department of Human Resources to create new job classification(s), which is doable but a lengthy process. Suggested classifications to start with: 8259-8262 Criminalist I-III series	There is a sequencing component given that CSI must remain operational and staffed in order to maintain accreditation. Therefore, civilianization cannot occur until the appropriate classifications and determined, created, and hired.

Challenges

Work Culture

SFPD is relatively new to integrating professional staff above the Clerk level into business administration processes and leadership. In a para-military organization, sworn hierarchy is inherently rigid, information-sharing is conducted on need-to-know basis, and policies around personnel transfers and rotation decrease continuity or expertise in specific areas. Non-sworn with backgrounds in the private or public sector may be accustomed to process-driven information-sharing, open door access to leadership, and positions with growth pathways. Due to these differences, the Department must commit to establishing a culture that embraces non-sworn professional staff at all levels, provides career growth opportunities, and creates ways in which sworn can understand the positions being introduced in certain units.

As part of the non-sworn/professional staff integration process, the Department could consider introducing a rank equivalency structure. This structure not only creates a standard that is easily understood by sworn assigned to work directly with or for professional staff, sometimes for the first time in their careers, but also aids the Department in determining equivalent classifications when civilianizing specific positions. For example, an administrative role typically managed by a Lieutenant can be replaced by an 0922 Manager I classification with the growth potential to promote to a 0923 Manager II position. A transparent and delineated classification structure allows for civilian job growth which facilitates continuity, minimizing attrition due to lack of in-house promotional opportunities.

Example Rank Equivalency Standard

<u>DHR Classification/Professional Staff</u>	<u>Rank and File/ Supervisory/Command Staff equivalent</u>
0955 Deputy Director V	Deputy Chief
0954 Deputy Director IV	Deputy Chief
0953 Deputy Director III	Commander
0941 Manager VI	Q-82 Captain
0933 Manager V	Q-82 Captain
0932 Manager IV	Q-81 Captain
0931 Manager III	Q-80 Captain
0923 Manager II	Q-60 thru Q-62/ Lieutenant through Lieutenant III
0922 Manager I	Q-60 thru Q-62/ Lieutenant through Lieutenant III
1825 Principal Administrative Analyst II	Q-52 Sergeant III
1824 Principal Administrative Analyst	Q-51 Sergeant II
1823 Senior Administrative Analyst	Q-50 Sergeant
*1844 Senior Management Assistant	Q-4 Police Officer III
1842 Management Assistant	Q-3 Police Officer II
1454 Executive Secretary III	Q-2 Police Officer or defer to PSA classifications
1452 Executive Secretary II	Q-2 Police Officer or defer to PSA classifications
All clerk positions (1202, 1204, 1222, 1226, 1402, 1404, 1406, 1408, 1410, 1424, 1920, 1922, 8106, 8108)	Q-2 Police Officer or defer to PSA classifications
Attorneys	Separate category. These may be treated outside of the chain of command structure as ACs, DCs and Commanders or other ranks at the Chief's discretion may submit requests directly to staff attorneys.

*Recommend using this classification instead of analyst (1823 -1825) classifications or 1454 secretarial classifications if there is a need for support staff that can do scheduling, research, analysis, and admin work but may also need to make certain decisions or supervise clerical staff.

Other Considerations

By exploring the civilianization opportunities identified in this analysis, the Department can strategically align with citywide goals of achieving salary savings, moving sworn from administrative functions back to patrol, and managing a major metropolitan Police Department in an effective and sustainable way. Some other areas that may present challenges to the Department and hence warrant consideration are the need to develop a comprehensive general civilian personnel policy, funding, and collective bargaining agreements that dictate the working rights of sworn versus non-sworn members. Moreover, it is critical that the Department determine how to utilize sworn members who are less than full duty, given that this number fluctuates and the inherently temporary nature of the assignment presents challenges for work continuity. Less than full duty statuses also vary: sworn members may be coming back from a work-related injury and have temporary activity restrictions, or may have a pending disciplinary investigation that limits public contact. These factors drive if and how less than full duty sworn can be utilized and the Department should determine appropriate assignments or alternative processes given the designation.

SFPD Staffing Context

Summary

- SFPD staffing levels have been steadily declining over the past roughly three years, from January 2019 to February 2022. Over this period, the number of full duty sworn officers in San Francisco declined 12%, from 1,868 to 1,639⁸.
- Over the past five fiscal years FY 2017 – FY 2021, an average of 100 active sworn members have separated from the Department each year due to retirement, resignation, and termination. This does not include training attrition, which are those separations that occur in the Academy and during Field Training (FTO).
- Given the demographics of the Department, it is likely that retirements will increase significantly in the coming fiscal years as sworn members reach retirement age. This is a national trend; those police officers hired in 1991-1994, largely due to hiring increases related to the Violent Crime Control and Law Enforcement Act of 1994, are aging out of the workforce. As of the end of 2021, there were 521 sworn members over age 50.
- In FY 2022, resignations and terminations are on track to increase over prior fiscal years due to the vaccine mandate. As of February 2022, 76 sworn members remain unvaccinated and are either awaiting vaccine case resolution or are on some type of leave. Twenty-five unvaccinated sworn have separated from the Department since the mandate deadline in mid-October 2021.
- Over the last five years, there has been a significant decline in the number of Recruits entering the Academy due to fewer Academy classes, and smaller class sizes. As of February 2022, there are 32 Recruits in the Academy across two Academy classes. Training attrition occurs in Academy and FTO – and the reality is that it always will – even as SFPD implements targeted initiatives to improve training retention. Therefore, 100 Recruits entering the Academy does not eventually equate to 100 sworn active members in the Department due to training attrition.
- All of these points taken together indicate that even to just *maintain* staffing levels, SFPD will need to hire significantly more than 100 Recruits to 1) account for training attrition, and 2) to backfill those active sworn members who separate due to retirement, resignation, and termination.

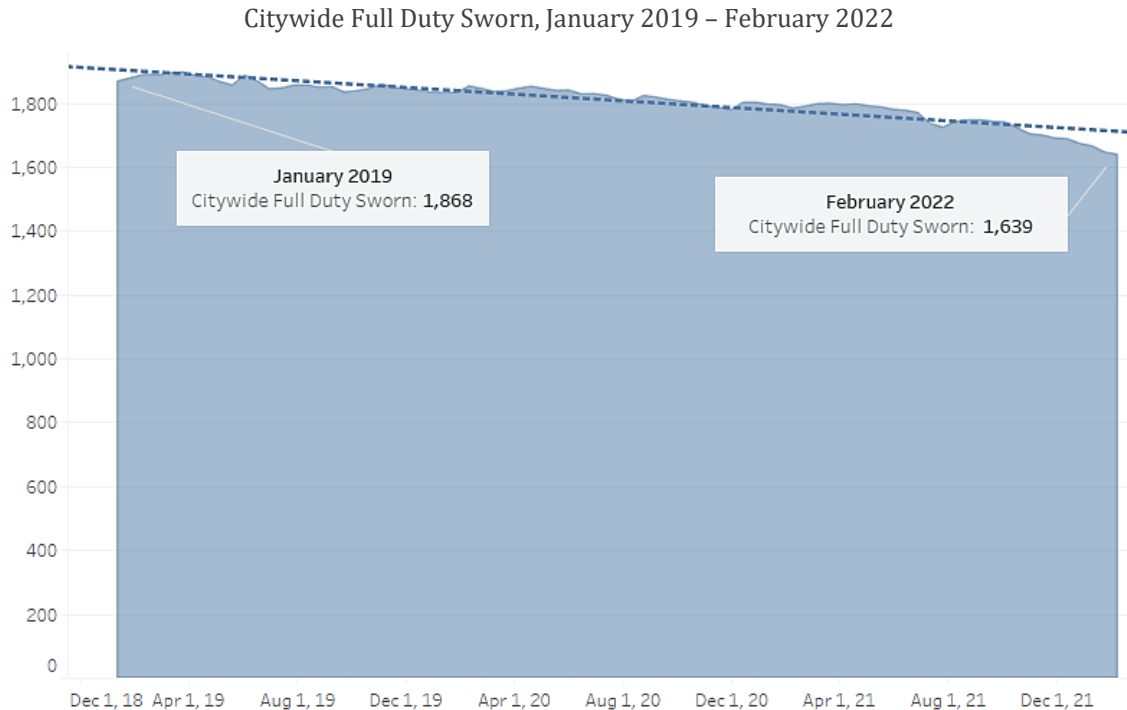
Trends in Declining Staffing Levels

Declining Citywide Full Duty Staffing

SFPD staffing levels have been declining steadily since the beginning of 2019. The primary indicator that the Department uses to monitor and assess staffing levels and the overall staffing health of the Department is the **number of full duty sworn in San Francisco**. This metric represents those members who are currently fully deployable because they are not on some type of medical, family, or disciplinary leave; are not recruits in the Academy; and who are assigned to a unit and location within San Francisco

⁸ This count *does* include unvaccinated members who are designated as full duty but are currently on unpaid leave as they await vaccine hearing resolution. This number is approximately 33 as of the beginning of February 2022.

rather than holding an assignment at the Airport. As illustrated on the chart below, SFPD citywide full duty staffing has declined 12% over the roughly three-year period from January 2019 to February 2022, from 1,868 to 1,639. Again, the current value includes those 33 unvaccinated members who are counted as full duty but are awaiting vaccine case resolution.

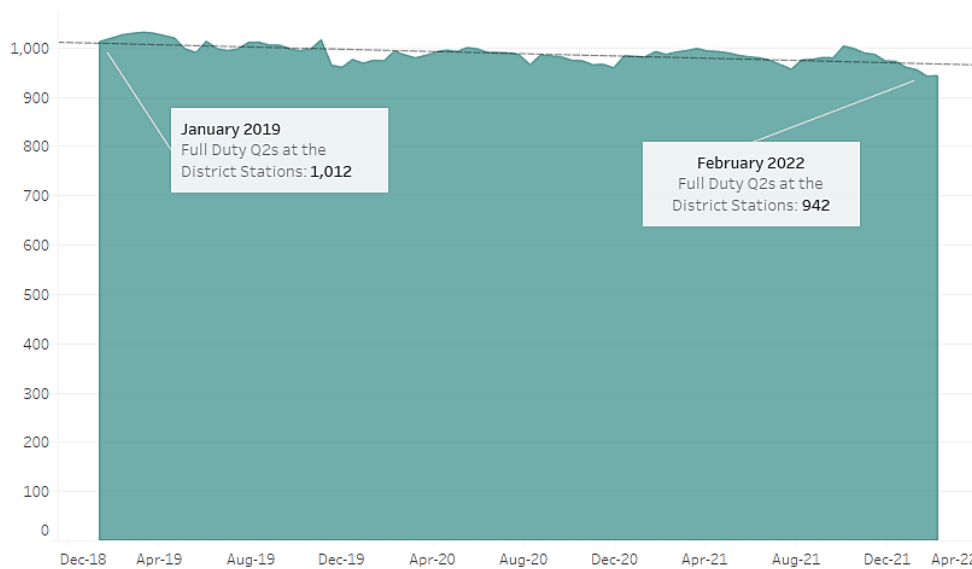


Declining District Station Staffing

Operationally, SFPD monitors **the number of full duty Police Officers (entry level rank) at the District Stations**. The Department must always prioritize District Station staffing, as the District Stations provide critical law enforcement services of responding to calls for service from the public. The number of full duty Police Officers at the District Stations has declined in tandem, and because of, the decline in citywide full duty sworn over the past roughly three years.

The number of full duty sworn Police Officers at the District Stations has declined 7% over the roughly three-year period from January 2019 to February 2022, from 1,012 to 943. The number of full duty sworn Police Officers at the District Stations has declined less (7%) than the number of citywide full duty sworn (12%) because the Department has purposefully prioritized District Station staffing due to its paramount function of responding to community-generated calls for service. This means that staffing has declined more dramatically in other citywide assignments, as the Department must allocate its limited resources amidst steadily declining overall staffing levels. The current value includes the 27 unvaccinated Police Officers who are counted as full duty but are on paid leave as they await vaccine resolution.

Full Duty Sworn Police Officers at the District Stations, January 2019 – February 2022



Reasons Behind Declining Staffing Levels

Department Separations, FY 2005-06 to FY 2020-21

SFPD monitors separations across four different categories to track and analyze the total number of individuals separating from the department.

Separations: Fully Active, Sworn Members

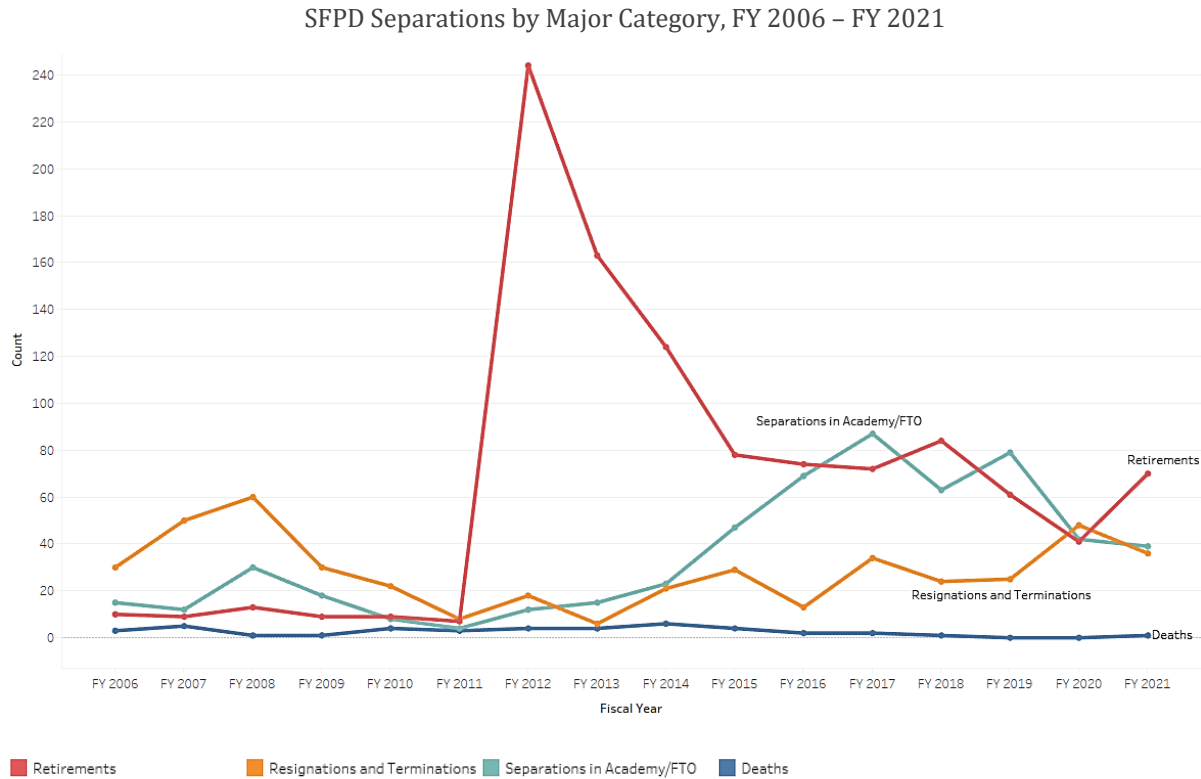
- Retirements: This category includes both service retirements, calculated based on an individual's age and years of service, and non-service retirements, when individuals retire without full age and years of service eligibility.
- Resignations and Terminations: This category includes individuals who are terminated from the Department, for example, for disciplinary reasons; and those who resign to, for example, seek employment with another law enforcement agency ("lateral" to another agency).

Separations: Sworn Members in Training

- Separations in Academy/Field Training (FTO): This category includes those individuals who have been hired into the Department as a sworn member, but who separate via release (e.g., training failure or disciplinary issue) or resignation (e.g., personal issue) sometime during the two training phases, the Police Academy ("Academy") or Field Training ("FTO").

SFPD also tracks the "In Memoriam" category for each fiscal year.

The chart below shows the count of individuals in each separation category for the respective fiscal year. Deferred Retirement Option Program (DROP) was effective from July 1, 2008 through June 30, 2011, encapsulating FY 2009 through FY 2011; the large spike in the chart represents the significant number of retirements (244) in FY 2012 after the program lapsed.



For the purpose of this analysis, we explore separation trends in the four major categories over the past five fiscal years, FY 2017 to FY 2021.

Table: Separations by All Separation Categories, FY 2017 to FY 2021

	Grand Total	Retirements	Resignations and Terminations	Separations in Academy/FTO	Deaths
FY 2017	195	72	34	87	2
FY 2018	172	84	24	63	1
FY 2019	165	61	25	79	0
FY 2020	131	41	48	42	0
FY 2021	146	70	36	39	1
Grand Total	809	328	167	310	4

Retirements

Retirements hovered in the 72 – 84 range in FY 2017 and FY 2018, and then dipped downward in FY 2019 and FY 2020. In FY 2021, the number of individuals retiring increased back to 70, with another roughly 30 individuals retiring in the first few days of FY 2022. As of February 2022, there have been 58 retirements YTD in FY 2022 – and a large number of retirements generally occur in the last quarter of the fiscal year.

The Department anticipates that the number of retirements will trend upward significantly in the coming fiscal years due to the age demographic of SFPD’s sworn workforce. Nationally, law enforcement agencies are beginning to experience a wave of retirements as those officers hired via funding available in the Violent Crime Control and Law Enforcement Act of 1994 (“1994 Crime Bill”) reach retirement age. SFPD’s sworn workforce age demographics reflect this national trend: as of the end of December 2021, 521

sworn members in the Department were over age 50. **As roughly a quarter of SFPD’s sworn workforce is age 50 and over, it is likely that retirements, including service and non-service, will continue to trend upward.**

Resignations and Terminations

Resignations and terminations trended sharply upward from FY 2019 to FY 2020, from 25 to 48. Officers resigning to “lateral” to other law enforcement agencies was the primary driver of this increase; in calendar year 2020, 36 sworn members lateraled to other agencies compared to 16 in CY 2019, and 7 in CY 2018. SFPD analyzed lateral locations and found that sworn members were leaving the Department to seek employment with smaller agencies in the greater Bay Area, potentially closer to home, or were leaving the Bay Area – or the state of California – altogether. **The Department anticipates that the number of resignations and terminations will increase significantly over prior years in FY 2022 and potentially beyond due to the City and County of San Francisco’s vaccine and booster mandates.** In FY 2022, the YTD number of resignations and terminations is 35, almost equivalent to all of FY 2021. This is driven largely by the number of unvaccinated members who have separated from the Department thus far due to both resignation as well as retirement (service and non-service). No members have been terminated yet.

Training Separations

When analyzing separations in Academy and FTO, it is more productive to assess the number of separations against the number of individuals beginning training – the graduation rate – than to look only at separation counts. In the chart and table above, it appears that separations in Academy and FTO are trending downward in recent fiscal years, but there have been fewer classes entering the Academy in FY 2019 – FY 2021 compared to FY 2016 – FY 2018. Training separations are discussed in the next section.

Separation Categories and Staffing Levels

It is important to note how these separation categories influence the inflow and outflow of individuals into the Department, and how this impacts staffing levels. The sole *inflow* of individuals into the Department is through hiring and subsequent training. Staffing *outflow* from the Department occurs in many areas: in training, and amongst active members who are already part of SFPD’s sworn workforce as members separate due to retirement, resignation, and termination. **To maintain staffing levels, the number of individuals graduating from training (passing the Academy and FTO) must at least equal the number of active sworn members already in the Department who separate due to 1) retirement and 2) resignation and termination.**

The table below shows non-training separations from FY 2017 to FY 2021. Over the past five fiscal years, an average of 100 individuals per year have separated due to “non-training” separations – retirement, resignation, and termination. **Therefore, roughly 100 individuals must *fully complete* training (Academy and FTO) and enter the sworn workforce to backfill those members that separate.**

Table: Non-Training Separations Only, FY 2017 to FY 2021

	Grand Total	Retirements	Resignations and Terminations	Deaths
FY 2017	108	72	34	2
FY 2018	109	84	24	1
FY 2019	86	61	25	0
FY 2020	89	41	48	0
FY 2021	107	70	36	1
Grand Total	499	328	167	4

Trends in the Academy, 2016 – 2020

Over the five-year period 2016 – 2020, the number of Recruits entering the Academy has trended downward, from 290 in 2016 to 91 in 2020. Factors such as the 2020 Covid-19 pandemic have certainly impacted hiring, but the trend is clear: fewer Recruits are entering the Academy. The table below shows the total number of Recruits entering the Academy in the respective year, and the breakdown of Recruit Class by size.

Recruits Entering and Exiting the Academy, 2016 – 2020

Year of Start Date	Class #	Recruits Entering Academy	Total Academy separations	Recruits Entering FTO	Graduation Rate
2016	251/32	55	9	46	84%
	252/33	55	6	49	89%
	253/34	53	10	43	81%
	254	25	7	18	72%
	255	50	15	35	70%
	256	52	18	34	65%
	Total	290	65	225	78%
2017	257	55	10	45	82%
	258/35	54	16	38	70%
	259	55	19	36	65%
	Total	164	45	119	73%
2018	260	51	23	28	55%
	261	55	18	37	67%
	263/36	52	22	30	58%
	264	41	22	19	46%
	Total	199	85	114	57%
2019	265	37	9	28	76%
	267	32	11	21	66%
	268/37	25	7	18	72%
	269	36	7	29	81%
	Total	130	34	96	74%
2020	270	39	12	27	69%
	272	20	11	9	45%
	273	32	13	19	59%
	Total	91	36	55	60%

This table illustrates some significant trends. First, fewer Recruits entered the Academy in the years 2019 – 2020 compared to 2016 – 2018, due to both fewer classes and smaller classes. External factors and trends play a role: nationally, Police Officer applications are declining due to changes in public perception of policing, and locally, affordability and a competitive job market impact the supply of qualified candidates. SFPD analyzes data on the end-to-end hiring process, from recruitment through Academy, and facilitates a Recruitment and Hiring Working Group to convene all stakeholders and address issues identified. **The reality is that fewer Recruits are entering the Academy.** Given the trends apparent here, SFPD is currently in the midst of developing and implementing various recruitment strategies.

Second, attrition occurs in the Academy, as not all Recruits graduate and enter Field Training (FTO) – and not all Officers in Field Training proceed into probation. Recruits separate from the Academy because they fail a training component or resign for personal or other reasons. To address training releases, SFPD has conducted analysis on training failures and implemented targeted additional instruction and remediation in problem subject areas to mitigate Academy releases. To address resignations, which generally occur due to personal reasons that result from a confluence of stressful factors, SFPD has implemented resources for incoming Recruits, such as a pre-Academy workshop for Recruits and their families to understand the demands of the job. **SFPD is constantly exploring strategies for improving Academy retention, but the reality is that there will always be attrition during Police Officer training.**

The table above also shows the overall graduation rates for the classes that entered the Academy in each respective year; over this time period, the overall graduation rates range from 57% to 78% (and additional attrition occurs in FTO as well). **The critical takeaway is that 100 Recruits in the Academy does not ultimately lead to 100 active sworn members in the Department due to training attrition in the Academy and in FTO.** Given that non-training separations have averaged 100 sworn active members over the last five fiscal years, SFPD would have to hire significantly more than 100 Recruit Officers to backfill these separations due to training attrition.

SFPD will need significantly more support to recruit and hire officers to account for the widening deficit between its current full-duty sworn officer level and the recommended full-duty staffing level. The City's Department of Human Resources (DHR) oversees all Public Safety test administration. During the COVID-19 pandemic, DHR suspended in-person testing for the Police Officer job classification when the San Francisco Department of Public Health (SFDPH) issued a shelter-in-place order to prevent the community spread of COVID-19. In June 2020, virtual, proctored testing was also suspended, in line with the Board of Supervisors resolution to review hiring and promotion for law enforcement classes. DHR contracts with the National Testing Network (NTN) for entry-level test administration and scoring. A top-to-bottom review of the application process to recruit, promote, and retain highly qualified police officers resulted in a new Public Safety Job Suitability Assessment focused on measuring bias, integrity, inappropriate use of force, and commitment to equity. The new test measures specific biases that may be present, as well as the potential biases that may develop over time as an officer. NTN has been working on the development of several additional tests specifically designed to target elements critical to equitable policing. The testing and hiring of entry-level police officers resumed in March 2021.

The Department recognizes that recruitment and retention are of utmost importance in addressing SFPD's staffing levels, which currently show a significant shortage when assessed against recommended levels. Given trends in retirements, resignations, and terminations; and Recruits entering the Academy, it is projected that the observed decline in citywide staffing will continue. The Department is currently exploring and developing aggressive recruitment and retention initiatives to address declining staffing levels through every strategy possible. Funding will, of course, play a role in the implementation of many of these initiatives.