

1 [Urging the Department of Human Resources to Enhance the Competitiveness of Police
2 Recruitment Bonuses and the Police Commission to Develop a Full-Duty Staffing Plan]

3 **Resolution urging the Department of Human Resources to explore ways to adopt a**
4 **policy to automatically match top police recruitment bonuses offered by law**
5 **enforcement agencies in Northern California that compete for new and laterally hired**
6 **police officers; urging the Police Commission to develop a sworn staffing plan to**
7 **achieve within 48 months recommended full-duty police staffing levels; and urging**
8 **continued improved efficiencies in the recruitment and hiring of prospective San**
9 **Francisco Police Department officers.**

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11 WHEREAS, Despite considerable efforts in recent years to remedy San Francisco’s
12 shortage in police staffing, the San Francisco Police Department (SFPD) continues to face a
13 worsening understaffing crisis, with the most recent count of 1,537 full-duty SFPD officers now
14 significantly short of the current recommended overall sworn staffing level of 2,182; and

15 WHEREAS, According to SFPD’s latest budget presentation to the Police Commission,
16 the total number of sworn SFPD officers now eligible for retirement is 478 far outpacing the
17 combined total of new recruits or lateral transfers hired from outside law enforcement
18 agencies to pass SFPD field training, which over the last two calendar years has not
19 exceeded 21 police officers annually; and

20 WHEREAS, San Francisco’s current police staffing is at an historically unprecedented
21 low in modern times, with full-duty sworn staffing numbers now significantly below the
22 previous low point of 1,657 full-duty officers, which was reached in 2014; and

23 WHEREAS, Police staffing shortages are not unique to San Francisco and reflect
24 increasingly dire national and statewide trends, with a National Public Radio report last week
25 attributing “to staffing shortages” why longer police response times are being observed in data

1 collected in a survey of 15 cities, including San Francisco; and a recent Los Angeles Times
2 report describing the police staffing crisis in some Northern California jurisdictions as
3 “catastrophic”; and

4 WHEREAS, Well-intended efforts in recent years by the Board of Supervisors, Mayor,
5 San Francisco Police Commission, and voters to remedy chronic police understaffing in our
6 City have thus far continued to fall short in adequately incentivizing interest from sufficient
7 numbers of prospective new recruits or lateral transfers from competing law enforcement
8 agencies to meet San Francisco’s urgent demand for more police officers; and

9 WHEREAS, The most recent of these efforts was Proposition E, a Police Staffing
10 Charter Amendment in the November 3, 2020, Consolidated General Election, which by 71%
11 of San Francisco voters approved based on its promise to “remove the outdated mandatory
12 minimum police staffing requirement, and establish a regular process to set police staffing
13 levels based on data and the needs of our communities”; and

14 WHEREAS, The 2020 Charter Amendment represented the culmination of a long and
15 participatory process that began with a 2016 policy analysis by the Board of Supervisors’
16 Budget and Legislative Analyst, which concluded that the methodology for SFPD’s staffing
17 “should be based on a workload-based assessment that accounts for department-specific
18 conditions, as well as a comprehensive examination of historical workload data”; and

19 WHEREAS, In March 2017, the Board of Supervisors passed without opposition
20 Resolution No. 63-17, “Urging the San Francisco Police Commission to Convene a Task
21 Force on Strategic Police Staffing,” entreating the San Francisco Police Commission to
22 develop a broadly representative Task Force on Strategic Police Staffing to “implement a
23 comprehensive, multi-disciplinary approach to determining staffing levels based on different
24 factors, including studies on calls for service, crime data, officer workload, how deployment is
25 determined, retirees, injuries, demographics, language needs, and population size”; and

1 WHEREAS, In May 2018, the City Controller’s Office’s City Performance Unit
2 conducted research into public safety industry best practices, which included interviews with
3 police staffing experts and a review of applicable literature, and concurred that an appropriate
4 framework for police staffing should be based on workload targets, with a “rough guideline”
5 being one-third of officers’ time “spent on calls for service,” one-third of officers’ time “for
6 officer-initiated and administrative tasks,” and one-third of officers’ time devoted to
7 “uncommitted patrol time for community policing” and

8 WHEREAS, In early 2019, the San Francisco Police Department engaged Matrix
9 Consulting Group, Ltd. (“Matrix”) to conduct an independent and comprehensive staffing
10 analysis of SFPD, relying on Matrix’s expertise in having conducted more than 350 such
11 studies for law enforcement agencies in the United States and Canada; and

12 WHEREAS, In March 2020, Matrix released its 293-page report following an
13 exhaustive fact-finding and analytical endeavor that included: (1) on-site interviews “with
14 SFPD leadership, managers in each departmental functional area, many unit supervisors and
15 line staff throughout the Department”; (2) “specific input from the San Francisco Police
16 Officers’ Association”; (3) input and feedback from meetings held with “[then-Board President
17 Norman] Yee, the City Controller’s Office, the District Attorney’s Office and others”; (4) “data
18 collection and analysis across every service area in order to understand workloads, staff
19 availability, and staffing needs”; and (5) an “iterative and interactive process” in which Matrix
20 “reviewed findings at several levels within the department and city, including the Police
21 Commission, an internal steering committee within SFPD as well as the executive team,
22 Supervisor Yee, representatives from the Mayor’s Office, and the Staffing Task Force, which
23 is comprised of representatives from the Controller’s Office and community members”; and

24 WHEREAS, Matrix concluded in its March 2020 report that its independently
25 recommended minimum sworn staffing level for SFPD was 2,176 officers; and that the 2021

1 update required under the 2020 Proposition E Police Staffing Charter Amendment was a
2 modest upward revision to 2,182 officers; and

3 WHEREAS, Notwithstanding the enormous amount of work done by City leaders,
4 police commissioners, SFPD members and contractors in recent years to address our City's
5 worsening crisis in police understaffing, SFPD's sworn staffing levels have failed even to
6 move in the right direction toward the recommended 2,182-officer minimum; and

7 WHEREAS, Even against the backdrop of widely reported national trends in police
8 staffing shortages, San Francisco is being out-competed by multiple law enforcement
9 agencies in Northern California with hiring bonuses and other incentives for new recruits and
10 lateral transfers, according to data provided recently to the Board of Supervisors, and that
11 representative examples of agencies that currently surpass SFPD's \$5,000 lateral signing
12 bonus program include the following:

- 13 • A \$40,000 structured bonus for lateral transfers to the Redding Police
14 Department;
- 15 • A \$30,000 signing bonus for lateral transfers to the Alameda Police Department;
- 16 • A \$30,000 structured bonus for lateral transfers to the Dixon Police Department;
- 17 • A \$30,000 signing bonus for lateral transfers to the San Mateo Police
18 Department;
- 19 • A \$20,000 signing bonus for lateral transfers and \$10,000 signing bonuses for
20 new recruits and academy graduates to the Hayward Police Department;
- 21 • A \$20,000 signing bonus for academy graduates and lateral transfers to the
22 Vacaville Police Department;
- 23 • A \$15,000 signing bonus for academy graduates and lateral transfers to the
24 BART Police Department; and

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- 1 • A \$10,000 signing bonus for new recruits and lateral transfers to the Daly City
2 Police Department, among others; and

3 WHEREAS, Although recruitment bonuses and salaries are only one factor in decisions
4 that law enforcement professionals and their families make in choosing a jurisdiction to pursue
5 their careers, they are a factor that San Francisco should not yield to law enforcement
6 agencies in competing jurisdictions; and

7 WHEREAS, Chronic understaffing in SFPD creates needlessly expensive and wasteful
8 inefficiencies, with budgetary savings that derive from vacant police officer positions more
9 than offset by mounting needs for overtime pay to address operational staffing shortages and
10 myriad unforeseen public safety imperatives; and

11 WHEREAS, Public opinion polling of San Franciscans by EMC Research between
12 April 27 and May 3, 2022, for the San Francisco Chamber of Commerce’s annual Dignity
13 Health CityBeat Poll identified an overwhelming public demand for City leaders to prioritize
14 police staffing in ways that included: 80% support for “increasing the number of police officers
15 on the street in high crime areas”; 75% support for “increasing the number of police officers on
16 the street in busy areas”; and 77% support for “Expanding community-based police work in
17 neighborhoods”; and

18 WHEREAS, San Francisco’s City Charter provides that the Mayor, through the Human
19 Resources Director, is responsible for management and administration of all labor relations of
20 the City, including bargaining with employees through their recognized employee
21 organizations regarding salaries, working conditions, benefits and other terms and conditions
22 of employment, which would include establishing bonus matching provisions for police
23 recruitment; and

1 WHEREAS, DHR and the San Francisco Police Department have in recent months
2 reformed processes and generally improved efficiencies in the recruitment and hiring of police
3 officers in San Francisco; now, therefore, be it

4 RESOLVED, That the Board of Supervisors urges DHR to explore ways to adopt a
5 policy to automatically match top police recruitment bonuses offered by law enforcement
6 agencies in Northern California that compete for new and laterally hired police officers; and,
7 be it

8 FURTHER RESOLVED, That the Board of Supervisors urges the San Francisco Police
9 Commission, in coordination with SFPD, to develop a plan for achieving within 48 months the
10 recommended full-duty police staffing level contemplated in 2020's Proposition E, and to
11 report back to the Board of Supervisors in time for citywide elections in 2024 if a revised
12 Charter Amendment is necessary to timely achieve recommended staffing levels; and, be it

13 FURTHER RESOLVED, That the Board of Supervisors urges DHR, SFPD, and the
14 San Francisco Police Commission to continue collaborative efforts to improve efficiencies in
15 recruiting and hiring prospective police officers in the City and County of San Francisco.

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