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City Services Benchmarking: Police Staffing



CITY & COUNTY OF SAN FRANCISCO

Office of the Controller
City Services Auditor, City Performance

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Citywide Performance Program



- The Controller's Office manages the Citywide performance program that collects and reports on performance information for all City departments
- In FY 2015-16 we will be expanding public reporting, improving performance measures as necessary, and expanding the use of performance information to manage service delivery.

Performance measurement efforts

- Performance measurement database and reporting
- Quarterly Government Barometer
- Benchmarking reports
- Data visualization and STAT program development
- SFOpenBook

Police Staffing Benchmarking Report



- The Controller's Office is mandated to benchmark City services and performance to other jurisdictions performing similar services.
- The project team administered a survey to collect staffing level, spending, and other police staffing characteristics to 15 peers; nine responded. For some analyses, the project team used nationally-available data for non-respondent survey peers.

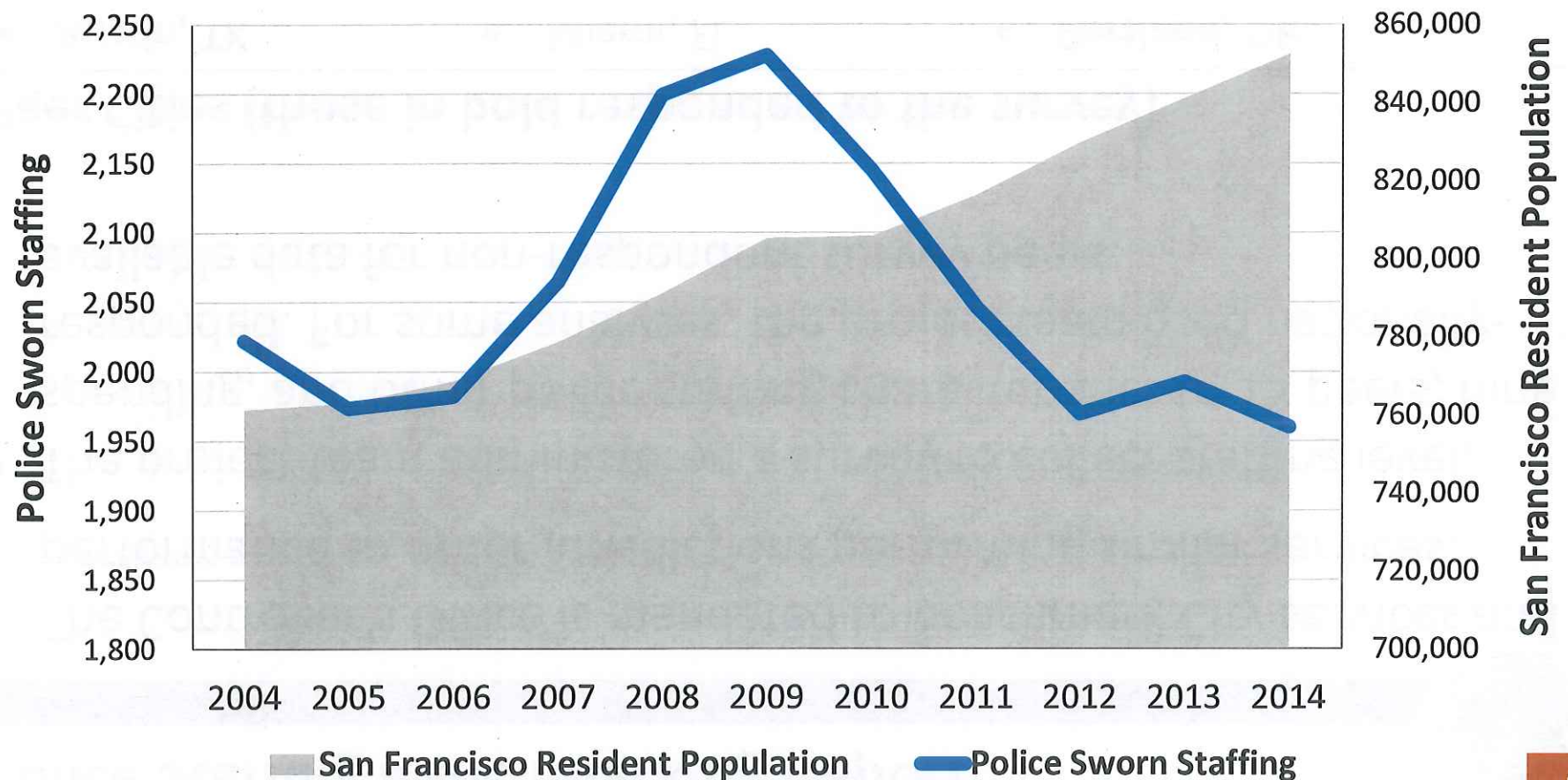
Peer Cities (those in bold responded to the survey)

-
- | | | |
|---------------|--------------------------|--------------------|
| • Austin, TX | • Miami, FL | • Portland, OR |
| • Boston, MA | • Minneapolis, MN | • San Diego, CA |
| • Chicago, IL | • Newark, NJ | • San Jose, CA |
| • Dallas, TX | • Oakland, CA | • Seattle, WA |
| • Denver, CO | • Philadelphia, PA | • Washington, D.C. |

San Francisco 2004-2014



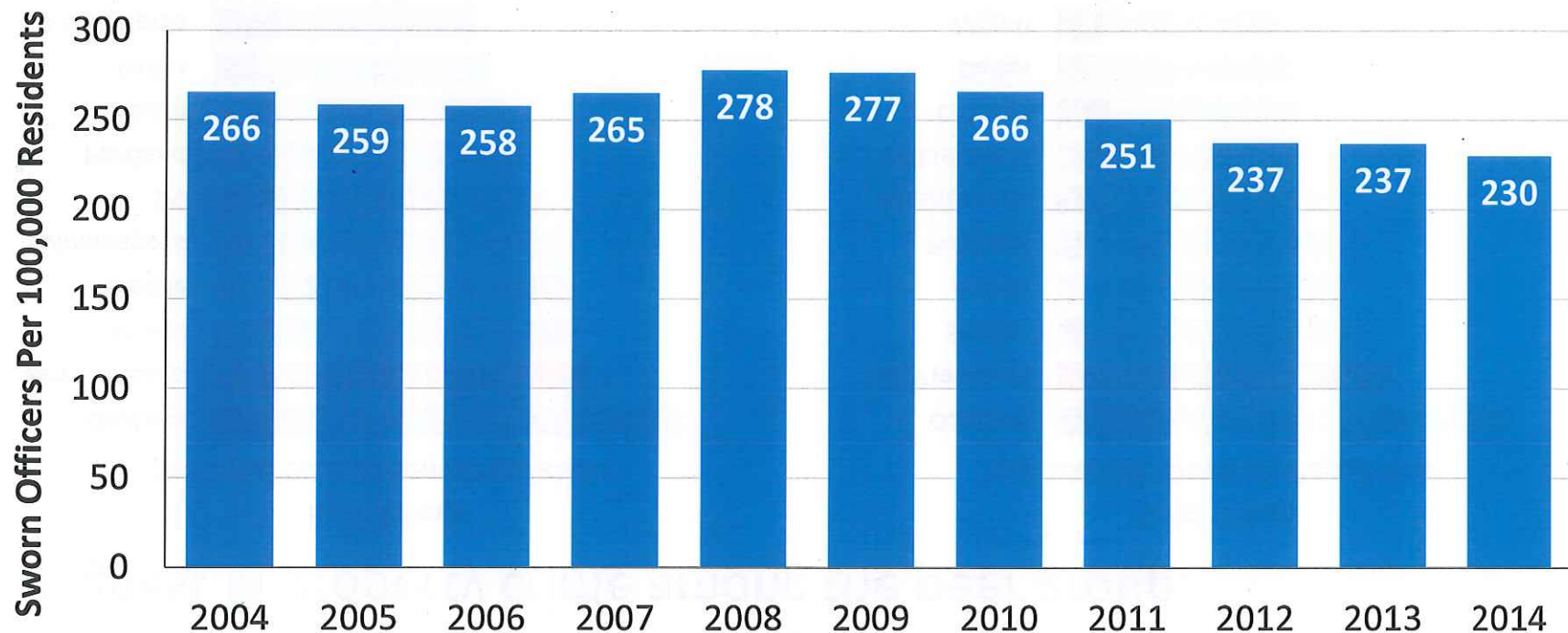
- San Francisco's resident population increased almost 12 percent from 2004 to 2014 while the number of police sworn staffing decreased three percent during the same time period.



San Francisco 2004-2014



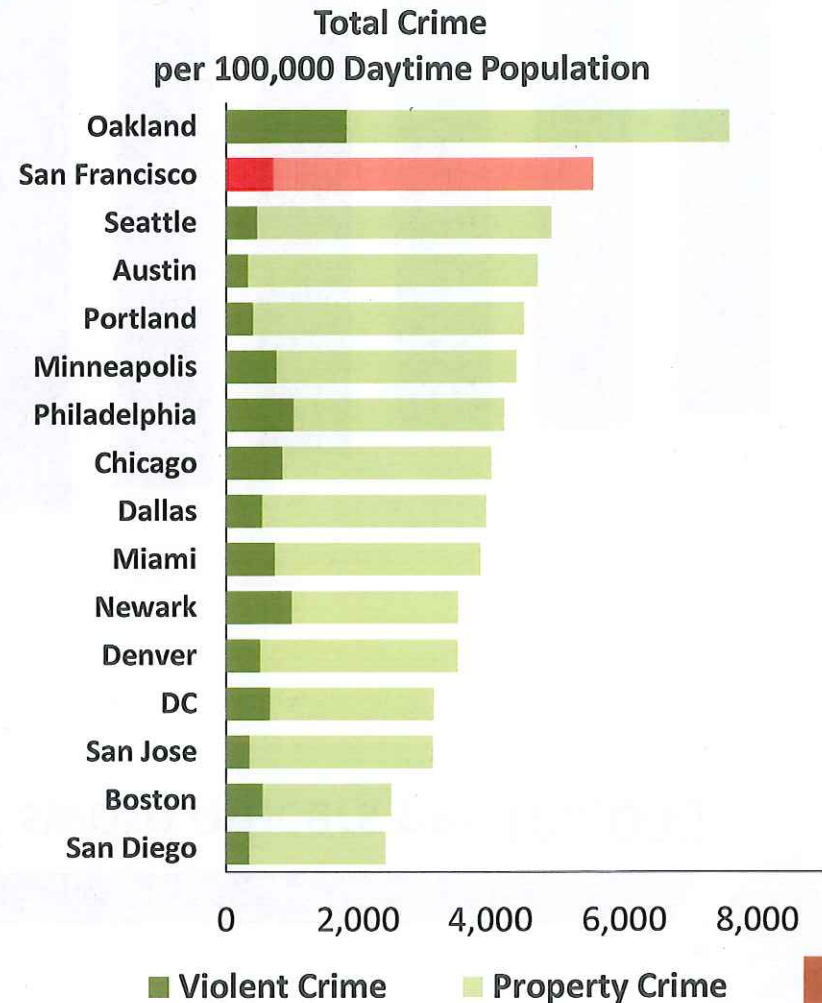
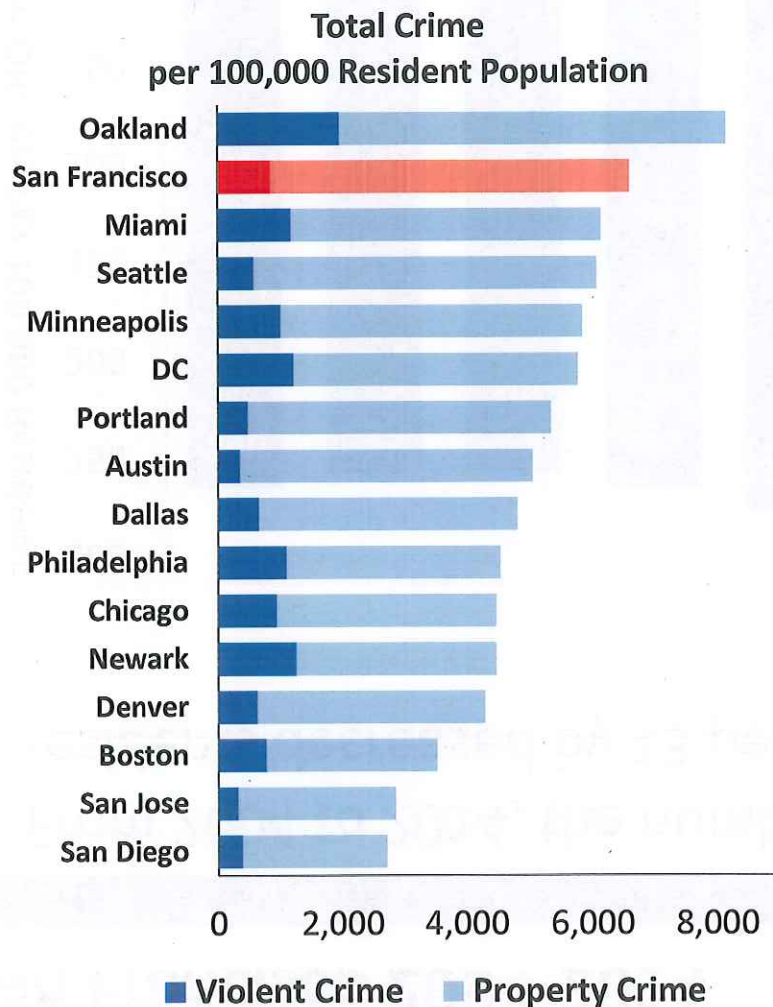
- From 2004 to 2014, the number of sworn officers per 100,000 residents decreased by 13 percent.



Total Crime per 100,000 Residents & Daytime Pop



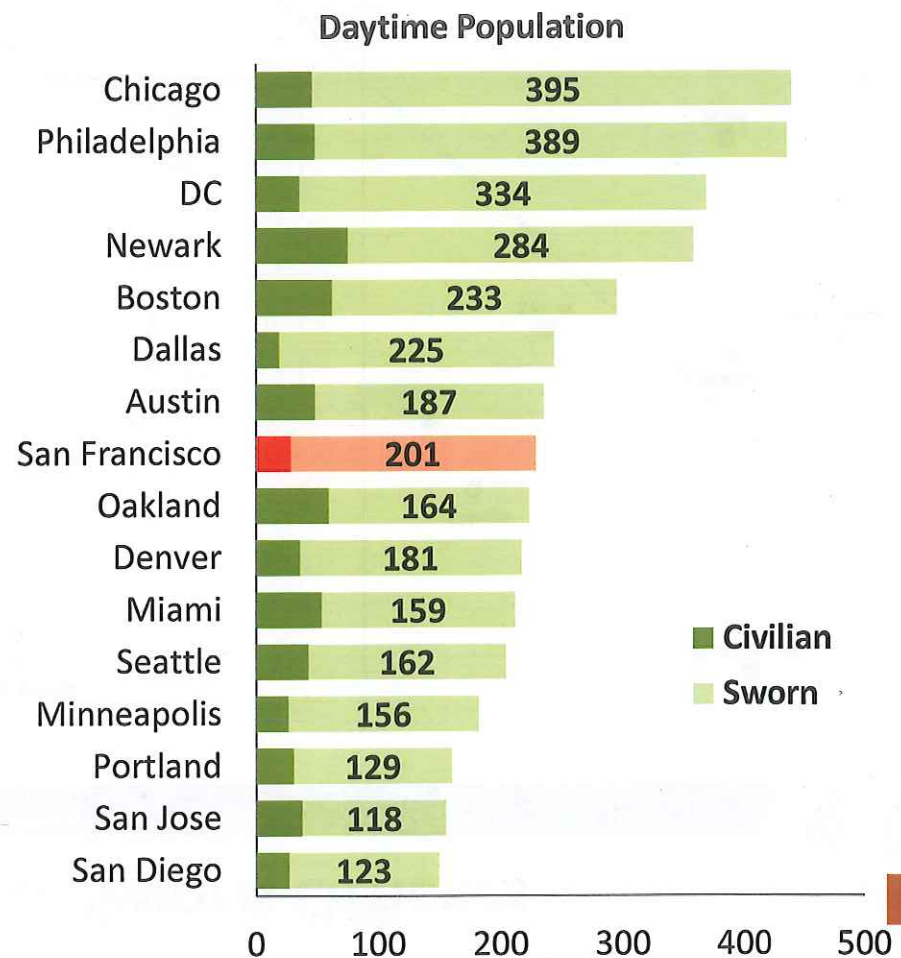
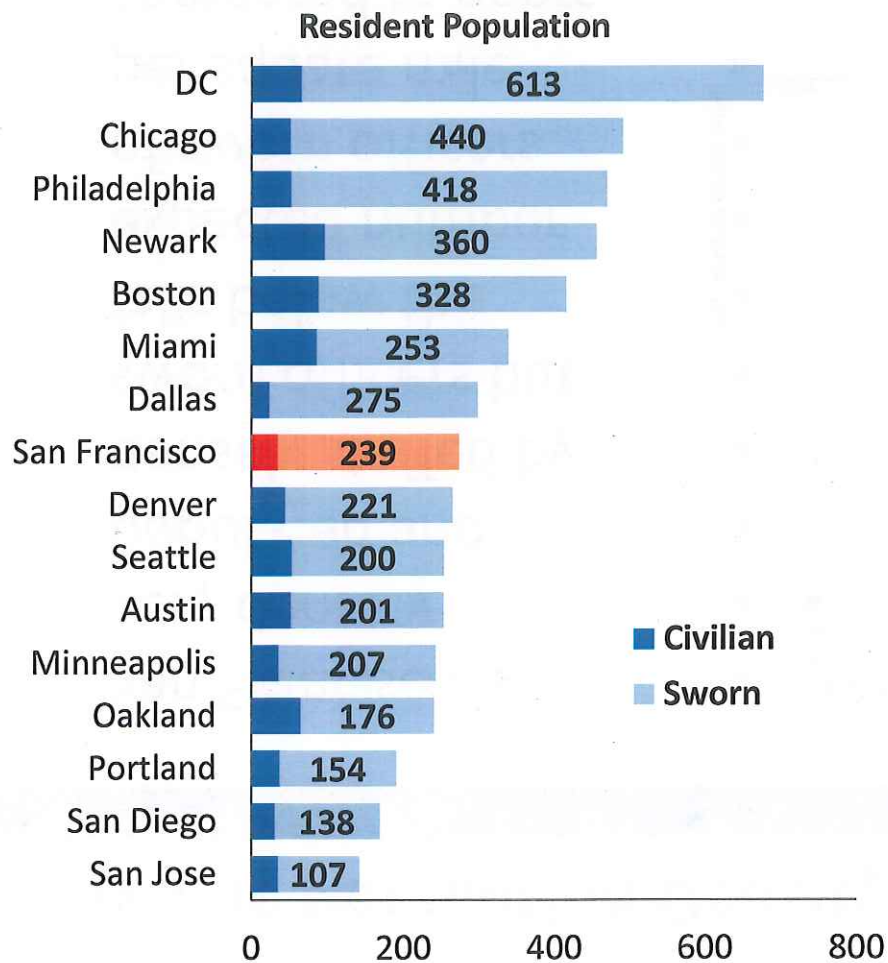
- San Francisco has the second highest overall crime and is second highest in property crime among the peer group.



Staffing per 100,000 Residents & Daytime Pop



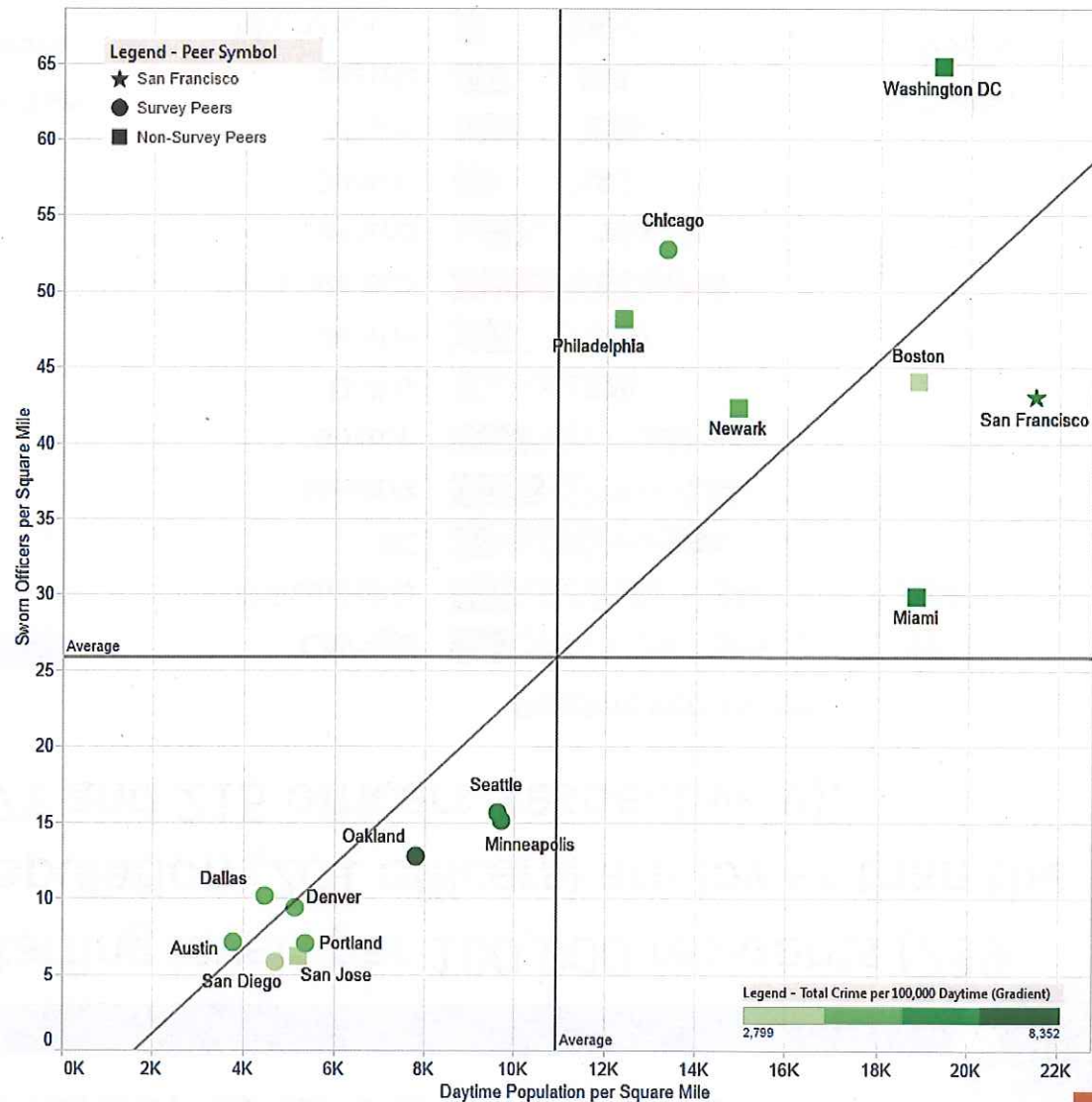
- San Francisco's sworn staffing levels per 100,000 residents (239 officers) and daytime population (201 officers) are lower than the peer group averages (271 and 215 officers, respectively).



Daytime Population Density & Sworn Officers



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



Average Salaries & Benefits for Sworn Officers

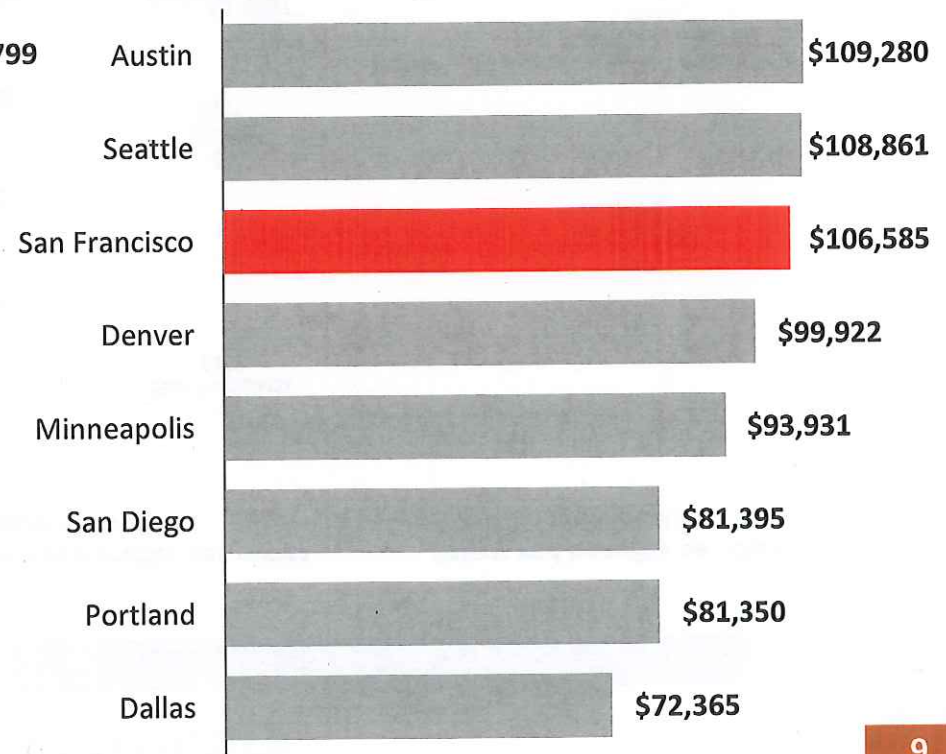


- While San Francisco has the highest average salary and benefits per sworn officer, it is only third highest when the average is adjusted by the cost of living index.

Salary and Benefits per Sworn Officer



Cost of Living Index Adjusted:
Salary and Benefits per Sworn Officer

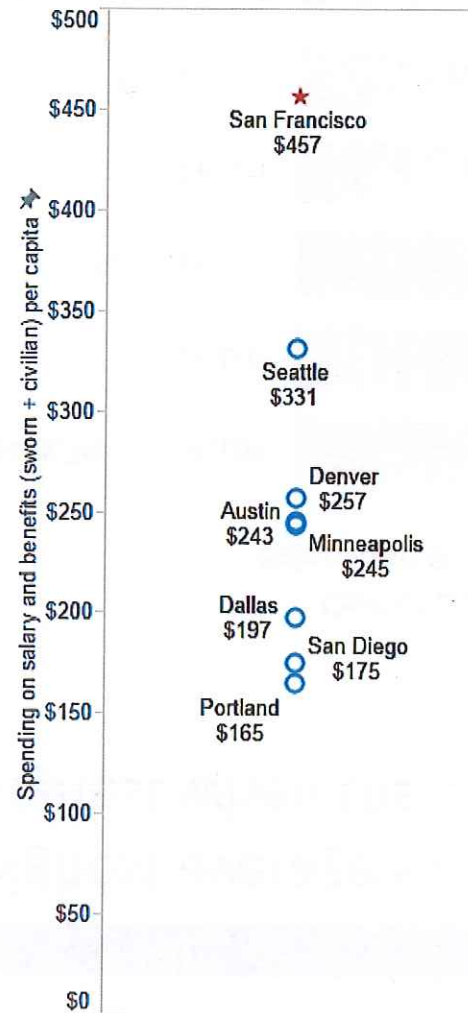


Spending per Capita on Sworn Officers



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

Salary and benefits per capita
(resident individual)



Salary and benefits per capita
(daytime individual)

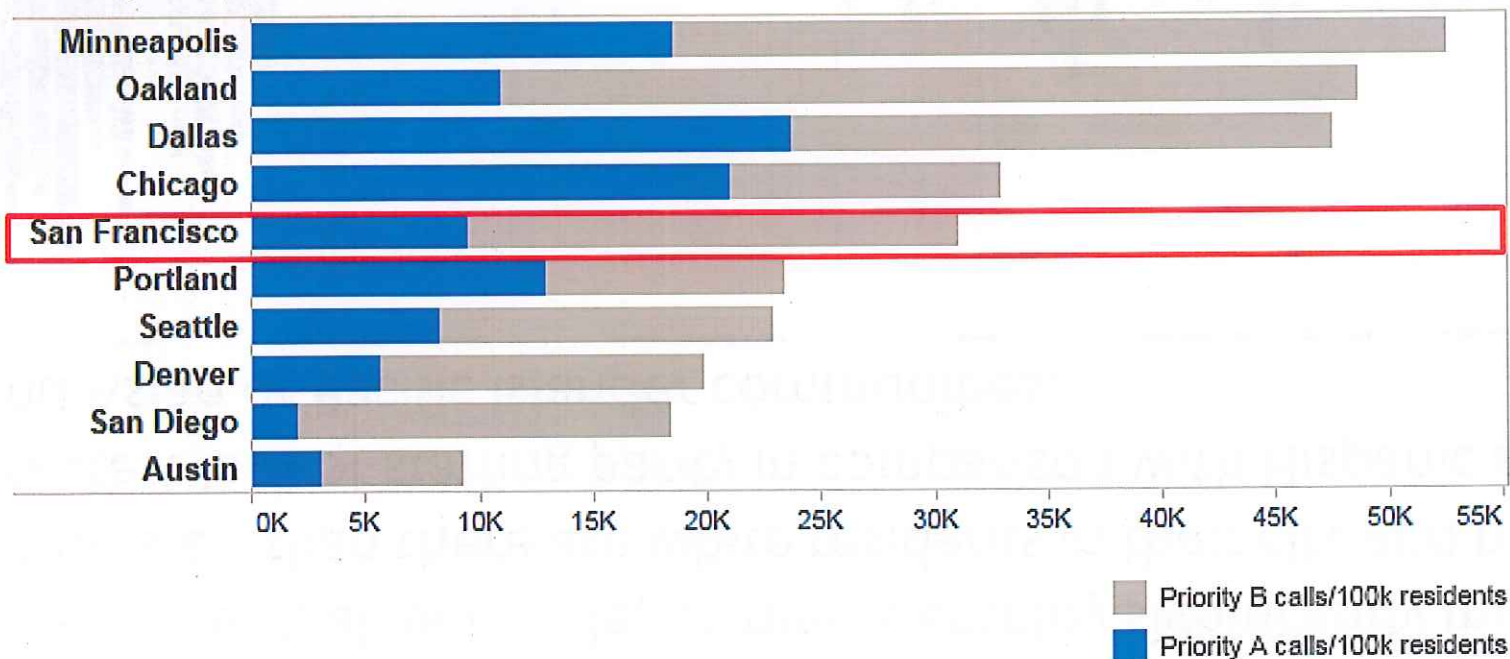


Priority Calls for Service



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

Priority A and B calls for service



Police Department v. Resident Race Categories



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

