

Staffing Analysis of the San Francisco Police Department

2023



September 30, 2023

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.

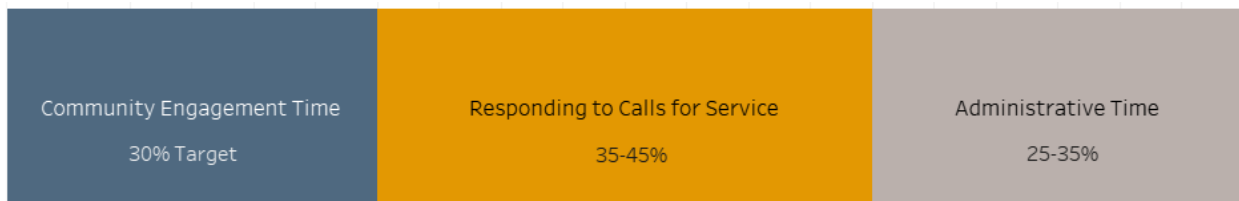
THIS WORKLOAD-BASED METHODOLOGY IS THE INDUSTRY STANDARD. IT HAS BEEN UTILIZED IN PREVIOUS ANALYSES ON DEPARTMENT STAFFING AND CITED IN VARIOUS REPORTS AS THE BEST PRACTICE FOR DETERMINING POLICE STAFFING.

- 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 June 2023. 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	1,069	1,477	+408	67	118	+51
Investigations Bureau	247	273	+26	79	131	+52
Special Operations Bureau	141	193	+52	21	24	+3
Administration Bureau	81	76	-5	126	176	+50
Strategic Management Bureau	9	7	-2	72	114	+42
Chief of Staff	39	44	+5	52	86	+34
Chief's Office	3	4	+1	3	4	+1
BUREAU TOTAL	1,589	2,074	+485	420	653	+233

A LARGE MAJORITY (82%) OF RECOMMENDED ADDITIONAL SWORN POSITIONS ARE CONCENTRATED IN THE FIELD OPERATIONS BUREAU AT THE DISTRICT STATIONS.

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.

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. 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, the Tourism Deployment Plan, and the Drug Market Agency Coordination Center. SFPD is central to 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. Additionally, members needed for sworn administrative functions have been assisting Sector Patrol on a rotational basis, which provides some relief in patrol, but at the expense of delays or backlog in the administrative functions.

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 needs in the Special Operations Bureau has been identified in the traffic enforcement 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

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

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.

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.

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

SFPD HAS A SIGNIFICANT NEED FOR PROFESSIONAL STAFF WHO POSSESS SPECIALIZED SKILLSETS, SUCH AS CRIMINALISTS, TO ENABLE EXISTING SWORN STAFF TO BE REASSIGNED TO ADDRESS OTHER OPERATIONAL NEEDS.

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.

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. The Project Team recommends full civilianization of the Crime Scene Investigations (CSI) unit, transitioning Sworn Sergeants and Officers to the civilian Criminalist or Latent Examiner classification.

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	2	4	2
Operations - Executive Team	1	1	0	1	1	0
Field Operations Bureau - Admin	3	3	0	1	3	+2
FOB - Patrol	1,022	1,428	406	48	68	20
Metro Division	595	821	+226	25	37	+12
Golden Gate Division	427	607	+180	23	31	+8
FOB - Other Units	43	45	+2	17	46	+29
FOB-Headquarters (FOB-HQ)	22	24	+2	3	13	+10
Healthy Streets Operations Center	9	9	0	0	0	0
Community Engagement Division	12	12	0	5	5	0
Crime Strategies	0	0	0	9	28	+19
BUREAU TOTAL	1,069	1,477	+408	67	118	+51

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

- **The majority of sworn need in the Field Operations Bureau is in Patrol (District Stations), where the Project Team recommends an additional 404 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 the Department's HSOC presence had

been entirely disbanded due to SFPD's ongoing operational need for staffing. However, with recent changes to Department prioritization, HSOC has been restaffed and restructured to work within the new Mid-City Division. 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.
- **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.

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	47	60	+13	2	2	0
Major Crimes	67	96	+29	1	1	0
General Crimes	38	31	-7	3	5	+2
Special Investigations	27	32	+5	1	1	0
Special Victims	43	50	+7	4	4	0
Forensic Services	22	1	-21	62	113	+51
BUREAU TOTAL	247	273	+26	79	131	+52

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 such as Sergeant Investigators in investigative units and Fingerprint Technician in the Forensic Services Division.
- **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, and the Special Victims Unit.** In the Strategic Investigations Division, caseload data indicates the need for additional Investigators in the Homicide Unit and Crime Gun Investigation Center (CGIC); in the Major Crimes Division, there is a need for additional Investigators in the Robbery, Burglary, and Narcotics Units. 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 (CSI).** 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.

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	53	79	+26	4	6	+2
Tactical Division	58	80	+22	7	7	0
Homeland Security Division	28	32	+4	8	9	+1
Urban Areas Security Initiative	1	1	0	1	1	0
BUREAU TOTAL	141	193	+52	21	24	+3

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
- **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 in the Port Unit and 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). 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	Recommended	Need	Current	Recommended	Need
Administration - Executive	2	2	0	1	2	+1
Office of Equity and Inclusion	1	1	0	0	1	+1
Administration Division	1	1	0	28	42	+14
Academy Division	33	37	+4	6	7	+1
Staff Services Division	23	24	+1	53	73	+20
Crime Information Services	21	11	-10	38	51	+13
BUREAU TOTAL	81	76	-5	126	176	+50

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 in Crime Information Services.** 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.
- **There is an opportunity to civilianize all sworn positions within the Records Management of CIS.** Records Management 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 unit 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 Records Management, which are largely administrative, can be performed by professional staff.
- **The Property Control Division of CIS 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	8	6	-2	9	18	+9
Fiscal Division	0	0	0	12	15	+3
Technology Division	1	1	0	49	78	+29
BUREAU TOTAL	9	7	-2	72	114	+42

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 Initiatives (CRI) has been a high priority for the Department over the last seven years. With 90% compliance of the 272 DOJ recommendations, the CRI Team has developed individual project plans with aspirations to complete the remaining recommendations by April 2024. Professional Standards and Principled Policing will need additional resources to sustain the CRI efforts and implement change management. 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 Budget Manager has remained vacant since December 2022 and an additional Analyst is needed to support the workload of the Contracts and Budget Managers.

- **The Project Team recommends additional professional staff in various units of the Technology Division as the IT Portfolio Solutions Unit and the Technical Support & Services Unit.** 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						
Division or Unit	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
Strategic Communications	4	5	+1	5	6	+1
Policy and Public Affairs	0	0	0	6	7	+1
Labor Relations Office	0	0	0	2	3	+1
Risk Management - Admin	2	2	0	1	1	0
RMO - Legal	10	13	+3	26	50	+24
RMO - Internal Affairs	18	15	-3	8	7	-1
Policy Development	2	6	+4	2	9	+7
Commission Office	2	2	0	1	2	+1
BUREAU TOTAL	39	44	+5	52	86	+34

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 Division 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, has also increased 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.

- **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 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						
Division or Unit	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Chief's Office	3	3	0	2	2	0
Constitutional Policing	0	1	+1	1	2	+1
CHIEF'S OFFICE TOTAL	3	4	+1	3	4	+1

Summary and Recommendations

- **There is a need for additional 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. The Department has created a Constitutional Policing Unit to provide policy advice to the Chief of Police and Department staff on strategies to support effective, constitutional policing through identifying areas of improvement, policy development, and facilitation of Department training and policing strategies.

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 65% 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) and new Drug Market Agency Coordination Center (DMACC) 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.

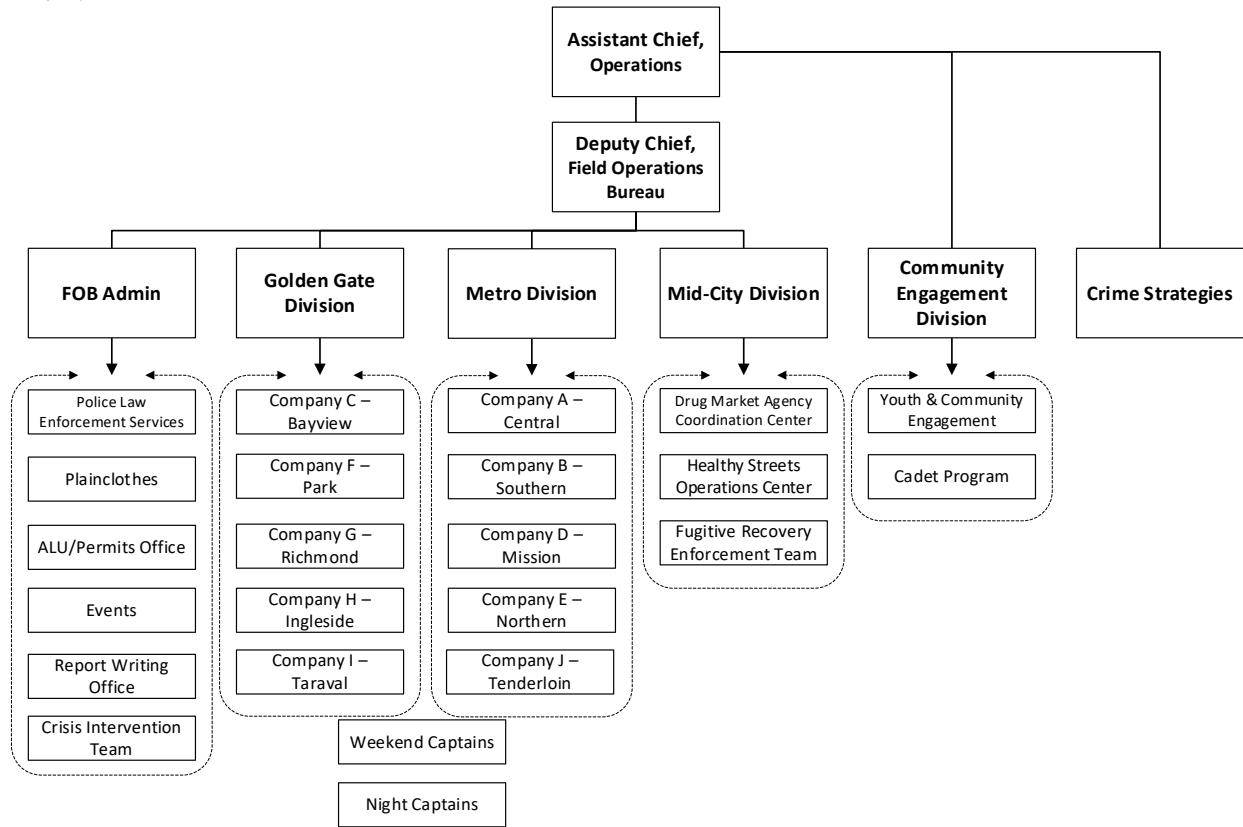
Field Operations Bureau						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	4	4	0	2	4	+2
Operations - Executive Team	1	1	0	1	1	0
Field Operations Bureau - Admin	3	3	0	1	3	+2
FOB - Patrol	1,022	1,428	+406	48	68	+20
Metro Division	595	821	+226	25	37	+12
Golden Gate Division	427	607	+180	23	31	+8
FOB - Other Units	43	45	+2	17	46	+29
FOB-Headquarters (FOB-HQ)	22	24	+2	3	13	+10
Healthy Streets Operations Center	9	9	0	0	0	0
Community Engagement Division	12	12	0	5	5	0
Crime Strategies	0	0	0	9	28	+19
BUREAU TOTAL	1,069	1,477	+408	67	118	+51

* 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 65% 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 2022. The Covid-19 pandemic dramatically impacted law enforcement call volume across the nation in calendar year 2020 and has been declining each year since.

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 2022.
- 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 unit assigned to Sector Patrol, 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	30,134
Co. B - Southern Station	33,317
Co. C - Bayview Station	22,641
Co. D - Mission Station	35,249
Co. E - Northern Station	34,649
Co. F - Park Station	14,308
Co. G - Richmond Station	16,419
Co. H - Ingleside Station	21,535
Co. I - Taraval Station	20,331
Co. J - Tenderloin Station	28,361
Grand Total	256,944

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 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 this analysis excludes the duration between the time a call was created to the dispatch timestamp. This time is often included in the overall response time in other reports which includes responsibilities handled by both DEM and SFPD.

Furthermore, 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	30,134	36.7	18,455	17,177	52.8	15,128	33,583
Co. B - Southern Station	33,317	38.9	21,600	19,212	56.8	18,176	39,775
Co. C - Bayview Station	22,641	54.0	20,378	15,080	69.8	17,532	37,910
Co. D - Mission Station	35,249	39.9	23,464	21,013	63.0	22,054	45,518
Co. E - Northern Station	34,649	41.8	24,110	15,756	68.0	17,854	41,964
Co. F - Park Station	14,308	39.3	9,376	6,465	50.4	5,431	14,806
Co. G - Richmond Station	16,419	43.3	11,854	7,497	58.2	7,269	19,123
Co. H - Ingleside Station	21,535	53.5	19,197	11,842	77.9	15,374	34,571
Co. I - Taraval Station	20,331	50.7	17,194	13,428	55.4	12,395	29,589
Co. J - Tenderloin Station	28,361	34.4	16,256	11,440	65.6	12,502	28,757

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 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	5,180	0.75	3,885
Co. B - Southern Station	5,568	0.75	4,176
Co. C - Bayview Station	5,363	0.75	4,022
Co. D - Mission Station	5,907	0.75	4,430
Co. E - Northern Station	5,408	0.75	4,056
Co. F - Park Station	2,299	0.75	1,724
Co. G - Richmond Station	2,831	0.75	2,123
Co. H - Ingleside Station	5,114	0.75	3,836
Co. I - Taraval Station	3,720	0.75	2,790
Co. J - Tenderloin Station	4,252	0.75	3,189

* 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. *Matrix*

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.

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.

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. 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	14.58%	85.42%	100.00%
Co. B - Southern Station	19.90%	80.10%	100.00%
Co. C - Bayview Station	3.13%	96.87%	100.00%
Co. D - Mission Station	8.94%	91.06%	100.00%
Co. E - Northern Station	7.81%	92.19%	100.00%
Co. F - Park Station	12.58%	87.42%	100.00%
Co. G - Richmond Station	18.06%	81.94%	100.00%
Co. H - Ingleside Station	4.27%	95.73%	100.00%
Co. I - Taraval Station	15.88%	84.12%	100.00%
Co. J - Tenderloin Station	8.58%	91.42%	100.00%
Citywide	11%	89%	100%

The results of the analysis indicate that citywide, two-person units respond to approximately 89% percent of calls, and one-person units respond to approximately 11% 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.

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	96	48
Co. B - Southern Station	124	62
Co. C - Bayview Station	102	51
Co. D - Mission Station	122	61
Co. E - Northern Station	112	56
Co. F - Park Station	52	26
Co. G - Richmond Station	62	31
Co. H - Ingleside Station	96	48
Co. I - Taraval Station	84	42
Co. J - Tenderloin Station	84	42

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 2022, approximately 15,000 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 Fiscal Year 2021-2022, the median SFPD response time for Priority A calls was 6.64 minutes.** This means that for half of the calls with imminent threat to life or property, an SFPD unit arrived on scene within 6.64 minutes or faster, indicating an effective response to high priority incidents. However, as the Department continues to experience staffing challenges, response times have increased compared to prior years.

For Priority C calls, the median SFPD response time over the same time period was 64 minutes, meaning that only half of non-emergency calls were responded to within that time. In this analysis, 26% of calls were classified as Priority C. It is not typical for a response time 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, and Backfill

SFPD must plan for and staff events throughout San Francisco and there are hundreds of events citywide every year. The number of citywide events is expected to approach pre-Covid-19 levels. With the significant staffing losses from the past three years, a larger portion of required event staffing is now performed 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 all the time spent on events. The lack of personnel resources and the disparate systems used for scheduling and payroll currently makes this a difficult and time-consuming task. 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. The new Use of Force policy has 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; however, this metric is difficult to measure. 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 continues to recover and reopen 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 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.** Starting in 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.

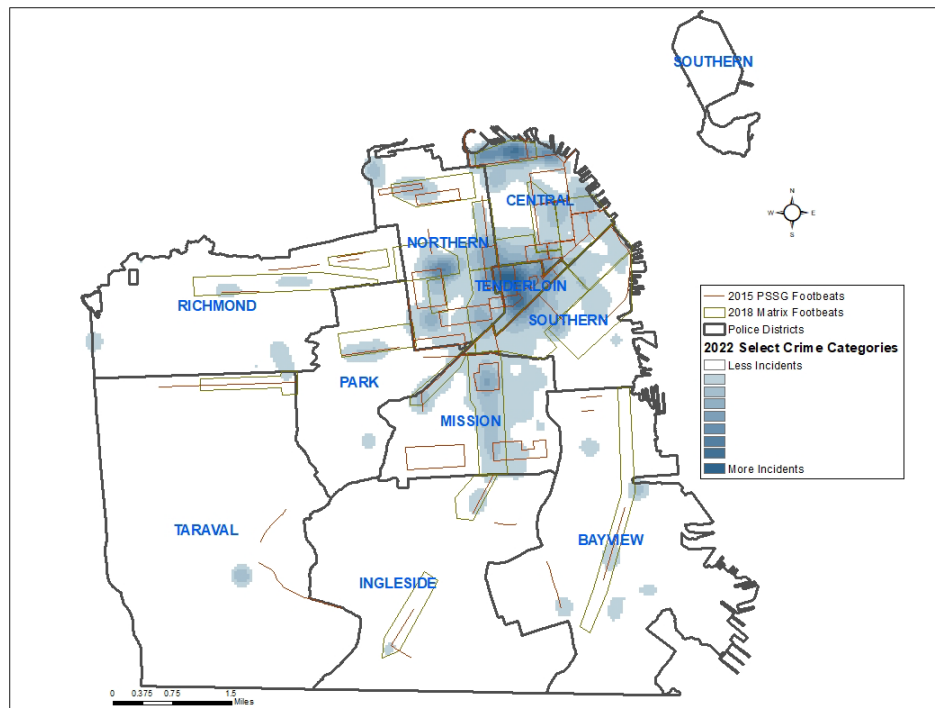
Staffing Discussion

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.*

2022 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 many 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, hot spot areas, staffing resources, 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 normally 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 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.

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 or for additional patrol support. 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 19% from January 2019 to June 2023 (from 1,868 to 1,503). The Field Operations Bureau includes 65% 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 continues to prioritize District Station staffing while also maintain other non-patrol functions, such as Investigations.. 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 21% from January 2019 through June 2023.

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
OPERATIONS TOTAL	1	1	0	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 normally supported by a Senior Clerk. There is a third Commander in FOB that heads the Community Engagement Division but is currently on loan to oversee the Mid-City Division which includes the Drug Market Agency Coordination Center (DMACC), Fugitive Recovery Enforcement Team (FRET), and Healthy Street Operations Center (HSOC). With the restructuring of various divisions and units to fall within Field Operations, the Project Team recommends additional clerical support for the Field Operations Administration. All leadership and executive support positions are non-scalable.

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

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	116	154	+38	6	8	+2
Co. B - Southern Station	109	159	+50	7	7	0
Co. D - Mission Station	119	186	+67	6	9	+3
Co. E - Northern Station	120	168	+48	4	7	+3
Co. J - Tenderloin Station	131	154	+23	2	6	+4
DIVISION TOTAL	595	821	+226	25	37	+12

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	4	4	0	6	8	+2
Captain	0	1	+1			
Sergeant	1	1	0			
Officer	3	2	-1			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				5	6	+1
Sector Patrol	90	116	+26			
Lieutenant	3	4	+1			
Sergeant	16	16	0			
Officer	71	96	+25			
Specialized Units	22	34	+12			
Sergeant	2	2	0			
Officer (Foot/Bike Beat)	13	19	+6			
Officer (Homeless Outreach)	2	4	+2			
Officer (Housing)	0	4	+4			
Officer (Plainclothes)	5	5	0			
STATION TOTAL	116	154	+38	6	8	+2

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 96 Sector Patrol Officers and 16 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	5	4	-1	6	6	0
Captain	1	1	0			
Sergeant	1	1	0			
Officer	3	2	-1			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				5	4	-1
Sector Patrol	91	130	+39			
Lieutenant	4	4	0			
Sergeant	14	18	+4			
Officer	73	108	+35			
Specialized Units	13	25	+12	1	1	0
Sergeant	2	1	-1			
Officer (Foot/Bike Beat)	0	7	+7			
Officer (Homeless Outreach)	4	8	+4			
Officer (Plainclothes)	3	5	+2			
Officer (TJPA)	4	4	0			
Security Guard (TI)				1	1	0
STATION TOTAL	109	159	+50	7	7	0

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 108 Sector Patrol Officers and 18 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 all beats, the Project Team recommends 11 Officers.
- **The Department employs one full-time Security Guard to work in a fixed-post position on Treasure Island.** This position is assigned to Southern Station as a specialized position.

Co. D – Mission Station

Co. D - Mission Station						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	5	4	-1	6	9	+3
Captain	1	1	0			
Sergeant	1	1	0			
Officer	3	2	-1			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				5	7	+2
Sector Patrol	94	149	+55			
Lieutenant	4	4	0			
Sergeant	16	21	+5			
Officer	74	124	+50			
Specialized Units	20	33	+13			
Sergeant	1	2	+1			
Officer (Foot/Bike Beat)	9	12	+3			
Officer (Housing)	0	6	+6			
Officer (Homeless Outreach)	3	7	+4			
Officer (Plainclothes)	7	6	-1			
STATION TOTAL	119	186	+67	6	9	+3

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 124 Sector Patrol Officers and 21 Patrol Sergeant supervisors.
- **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). 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	4	7	+3
Captain	1	1	0			
Sergeant	1	1	0			
Officer	4	2	-2			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				3	5	+2
Sector Patrol	103	132	+29			
Lieutenant	4	4	0			
Sergeant	16	18	+2			
Officer	83	110	+27			
Specialized Units	11	32	+21			
Sergeant	1	1	0			
Officer (Foot/Bike Beat)	1	15	+14			
Officer (Housing)	2	6	+4			
Officer (Homeless Outreach)	3	4	+1			
Officer (Plainclothes)	4	6	+2			
STATION TOTAL	120	168	+48	4	7	+3

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 110 Sector Patrol Officers and 18 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 been often difficult to staff due to staffing shortages. 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 are typically done with overtime and 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	5	4	-1	2	6	+4
Captain	1	1	0			
Sergeant	1	1	0			
Officer	3	2	-1			
Senior Clerk				0	1	+1
Management Assistant				0	1	+1
PSA				2	4	+2
Sector Patrol	98	102	+4			
Lieutenant	4	4	0			
Sergeant	17	14	-3			
Officer	77	84	+7			
Specialized Units	28	48	+20			
Lieutenant	1	1	0			
Sergeant	2	2	0			
Officer (Foot/Bike Beat)	14	35	+21			
Officer (Homeless Outreach)	2	4	+2			
Officer (Plainclothes)	9	4	-5			
Officer (Park/Shoplifting)	0	2	+2			
STATION TOTAL	131	154	+23	2	6	+4

Staffing Notes and Considerations

- Using the calls for service (CFS) workload-based methodology, Tenderloin Station is close to fully staffed for patrol; 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

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>.

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 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.

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	102	158	+56	6	7	+1
Co. F - Park Station	69	88	+19	3	6	+3
Co. G - Richmond Station	71	98	+27	5	6	+1
Co. H - Ingleside Station	104	143	+39	4	6	+2
Co. I - Taraval Station	81	120	+39	5	6	+1
DIVISION TOTAL	427	607	+180	23	31	+8

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	4	3	-1	6	7	+1
Captain	1	1	0			
Sergeant	0	0	0			
Officer	3	2	-1			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				5	5	0
Sector Patrol	87	123	+36			
Lieutenant	3	4	+1			
Sergeant	14	17	+3			
Officer	70	102	+32			
Specialized Units	11	32	+21			
Sergeant	0	3	+3			
Officer (Foot/Bike Beat)	7	8	+1			
Officer (Homeless Outreach)	1	1	0			
Officer (Housing)	3	12	+9			
Officer (Plainclothes)	0	7	+7			
Officer (Cars)	0	1	+1			
STATION TOTAL	102	158	+56	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 102 Sector Patrol officers and 17 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	3	3	0	3	6	+3
Captain	1	1	0			
Sergeant	0	0	0			
Officer	2	2	0			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				2	4	+2
Sector Patrol	65	68	+3			
Lieutenant	5	4	-1			
Sergeant	11	12	+1			
Officer	49	52	+3			
Specialized Units	1	17	+16			
Sergeant	0	1	+1			
Officer (Foot/Bike Beat)	0	8	+8			
Officer (Park)	0	2	+2			
Officer (Homeless Outreach)	1	2	+1			
Officer (Plainclothes)	0	4	+4			
STATION TOTAL	69	88	+19	3	6	+3

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 foot beats, which are not always 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 limited Homeless Outreach staffing.** 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	1	0	-1			
Officer	2	2	0			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				4	4	0
Sector Patrol	65	80	+15			
Lieutenant	3	4	+1			
Sergeant	13	14	+1			
Officer	49	62	+13			
Specialized Units	2	15	+13			
Sergeant	0	1	+1			
Officer (Foot/Bike Beat)	0	6	+6			
Officer (Homeless Outreach)	2	4	+2			
Officer (Plainclothes)	0	4	+4			
STATION TOTAL	71	98	+27	5	6	+1

Staffing Notes and Considerations

- The majority of Richmond Station's staffing need is in Sector Patrol. 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.
- **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	5	5	0	4	6	+2
Captain	1	1	0			
Sergeant	0	1	+1			
Officer	4	3	-1			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				3	4	+1
Sector Patrol	94	116	+22			
Lieutenant	4	4	0			
Sergeant	12	16	+4			
Officer	78	96	+18			
Specialized Units	5	22	+17			
Sergeant	1	1	0			
Officer (Foot/Bike Beat)	0	6	+6			
Officer (Housing)	4	6	+2			
Officer (Homeless Outreach)	0	2	+2			
Officer (Plainclothes)	0	7	+7			
STATION TOTAL	104	143	+39	4	6	+2

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 96 Sector Patrol Officers and 16 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 with limited staffing. Ingleside Station has three beats but at this time does not have a Foot/Bike Beat team, no Plainclothes team, and no Homeless Outreach team. The Project Team recommends additional staffing to all teams in this district.

Co. I - Taraval Station

Co. I - Taraval Station						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	3	3	0	5	6	0
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	67	102	+35			
Lieutenant	3	4	+1			
Sergeant	13	14	+1			
Officer	51	84	+33			
Specialized Units	11	15	+4			
Sergeant	1	1	0			
Officer (Foot/Bike Beat)	4	6	+2			
Officer (Homeless Outreach)	2	2	0			
Officer (Plainclothes)	4	6	+2			
STATION TOTAL	81	120	+39	5	6	0

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 84 Sector Patrol Officers and 14 Patrol Sergeant supervisors.
- **Taraval Station needs additional resources to ensure that all specialized units are staffed.** Taraval Station is currently operating a Plainclothes team, a limited Homeless Outreach team, and a limited foot beat team. 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
FOB-HQ	22	24	+2	3	13	+10
Healthy Streets Operations Center (HSOC)	9	9	0	0	0	0
Community Engagement Division (CED)	12	12	0	5	5	0
Crime Strategies	0	0	0	9	28	+19
FOB - OTHER UNITS TOTAL	43	45	+2	17	46	+29

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 staffed over 100,000 billable hours. The demand for vendor-sought law enforcement services is extremely high and there is not sufficient staffing – off duty personnel available to work overtime – to fill the volume of requests that are received. Available staff has become even more difficult in recent years as the Department must prioritize backfill staffing to Sector Patrol and events.

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.

Plainclothes

The centralized Plainclothes Coordinator manages the various Plainclothes teams assigned to the various District Stations throughout the City. Duties in this assignment include coordinating operations, training, policy updates, and coordinating equipment for all Sergeants and Officers to Plainclothes.

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. The unit must also coordinate with the Staffing and Deployment Unit to support backfill staffing for patrol. At this time, there are no workload metrics for the unit and staffing is determined using the non-scaling methodology.

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. Due to staffing shortages, the Report Writing Unit (RWU) has been temporarily suspended. Previously, the unit was staffed by individuals who were 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. This unit can be responsive to the public while enabling full duty officers to handle more serious calls for service.

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.

Alcohol Liaison Unit (ALU) and Permits

The Alcohol Liaison Unit (ALU) is responsible for processing license and permit applications, which includes background checks on applicants and field inspections of permitted locations. The unit processes approximately 30 applications per month, and approximately 400 total Alcoholic Beverage Control (ABC) licenses processed, including new licenses, transfers, and modifications. Each ABC application requires the unit to conduct 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 also conducts enforcement on active license of which there are currently 4,566 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. 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 must 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 permit intake process as well as the background check process is by appointment only, which creates challenges with scheduling and processing applicants. Furthermore, the unit will be responsible for Article 25 of the Municipal Police Code regarding oversight and processing of security firms' permits within San Francisco. The number of current active guard cards within the City and County of San Francisco are estimated to be nearly 10,000. Additionally, the California Department of Consumer Affairs, Bureau of Security and Investigative Services continues to issue more licenses that will have to be processed by the ALU and Permits team.

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 current 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).

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.

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 September 2023, approximately 71% 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 September 2023, 99% of all sworn members have received 10-hour CIT training (only those on leave have not been trained).

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.

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.

DEM Liaison

Within FOB, 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.

Recommended staffing for FOB-HQ is shown below.

FOB - Police Headquarters						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	4	4	0	0	0	0
Lieutenant	2	2	0			
Officer	1	1	0			
Officer (Lobby)	1	1	0			
Alcohol Liaison Unit (ALU) and Permits	3	4	+1	3	5	+2
Sergeant	0	1	+1			
Officer	3	3	0			
Management Assistant				1	2	+1
Senior Clerk				2	3	+1
DEM Liaison	1	1	0			
Lieutenant	1	1	0			
10B/PLES	3	4	+1	0	1	+1
Lieutenant	1	1	0			
Sergeant	2	2	0			
Officer	0	1	+1			
Management Assistant				0	1	+1
Events	4	3	-1			
Lieutenant	1	1	0			
Sergeant	1	1	0			
Officer	2	1	-1			
Crisis Intervention Team	5	5	0			
Lieutenant	1	1	0			
Sergeant	1	2	+1			
Officer	3	2	-1			
Report Writing Unit				0	7	+7
PSA Supervisor				0	2	+2
PSA				0	5	+5
Night Captains	2	3	+1			
Captain	2	3	+1			
FOB-HQ TOTAL	22	24	+2	3	13	+10

Recommendations and Considerations

- 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.

- Due to the heavily administrative nature of permit processing in ALU and Permits, and the additional responsibilities of Article 25, the Project Team recommends additional civilian staffing to ensure sworn resources are more effectively utilized and new responsibilities will be completed.
- 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.**

Mid-City Division

In 2023, the San Francisco Police Department launched its new Mid-City Division structured under Field Operations currently overseen by a Commander. The Commander is loaned from the Community Engagement Division to ensure high-level oversight for the new division to address and respond to the growing crimes around the Mission and Tenderloin districts, especially as it relates to the ongoing issues regarding the use and sale of drugs. Within this new division, the Department has members assigned to focus on the new Drug Market Agency Coordination Center (DMACC), Fugitive Recovery Enforcement Team (FRET), Healthy Streets Operations Center (HSOC), and Narcotics.

Drug Market Agency Coordination Center (DMACC)

As part of the Mid-City Division, the new Drug Market Agency Coordination Center aims to centralize various units to enable better coordination and collaboration of operations and investigations especially as it relates to narcotics. The overarching goal is to disrupt open air drug markets in San Francisco by a comprehensive collaboration between SFPD, law enforcement partners (local, state, and federal), other city agencies, and community-based organizations. The Department is currently evaluating and allocating available resources to implement these strategies. As the work and responsibilities that fall within DMACC are based on Mayor initiatives, the positions and responsibilities are fluid and may change over time.

Fugitive Recover Enforcement Team (FRET)

The Fugitive Recover Enforcement Team has been reestablished at SFPD as part of the new Mid-City Division. The team’s primary responsibility is to locate and apprehend individuals who have skipped bail or are fugitives from the law. This includes various operations, tracking and surveillance, and ultimately apprehending fugitives and returning them to jail.

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 functions as the Department liaison and working collaboratively with other City agencies to problem-solve. 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.

In recent years, SFPD's HSOC staffing was scaled down due to staffing shortages, but due to shifting priorities, resources have been reallocated to the unit to provide support as part of the Drug Market Agency Coordination Center.

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

Community Engagement Division (CED)

The Community Engagement Division (CED) 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 Captain and Lieutenant serving as the Commanding Officer and 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.
- The **Cadet Program** is responsible for employing and training 18-22 year-old college students in departmental procedures, while utilizing them for various tasks at all District Stations and in other Bureaus. Cadets must be enrolled in college to work in this paid position in which they gain clerical and logistical skills.

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
CED Admin	11	11	0	5	5	0
Commander	1	1	0			
Captain	1	1	0			
Lieutenant	1	0	-1			
Sergeant	1	3	+2			
Officer	7	6	-1			
Manager				0	1	+1
Management Assistant				2	1	-1
Senior Administrative Analyst				1	1	0
Police Services Aide				1	1	0
Clerk				1	1	0
Cadet Program	1	1	0			
Sergeant	1	1	0			
DIVISION TOTAL	12	12	0	5	5	0

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. 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 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 Department 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.

Crime Strategies Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
				9	28	+19
Director				1	1	0
Principal Admin Analyst				1	2	+1
Senior Admin Analyst				1	6	+5
Admin Analyst				6	19	+13
DIVISION TOTAL	0	0	0	9	28	+19

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 one Principal Administrative Analyst that 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. 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).

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 21-132). The current organizational structure of the Investigations Bureau is shown on the following page.

Recommended Staffing

The Project Team conducted thorough interviews with 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	47	60	+13	2	2	0
Major Crimes	67	96	+29	1	1	0
General Crimes	38	31	-7	3	5	+2
Special Investigations	27	32	+5	1	1	0
Special Victims	43	50	+7	4	4	0
Forensic Services	22	1	-21	62	113	+51
BUREAU TOTAL	247	273	+26	79	131	+52

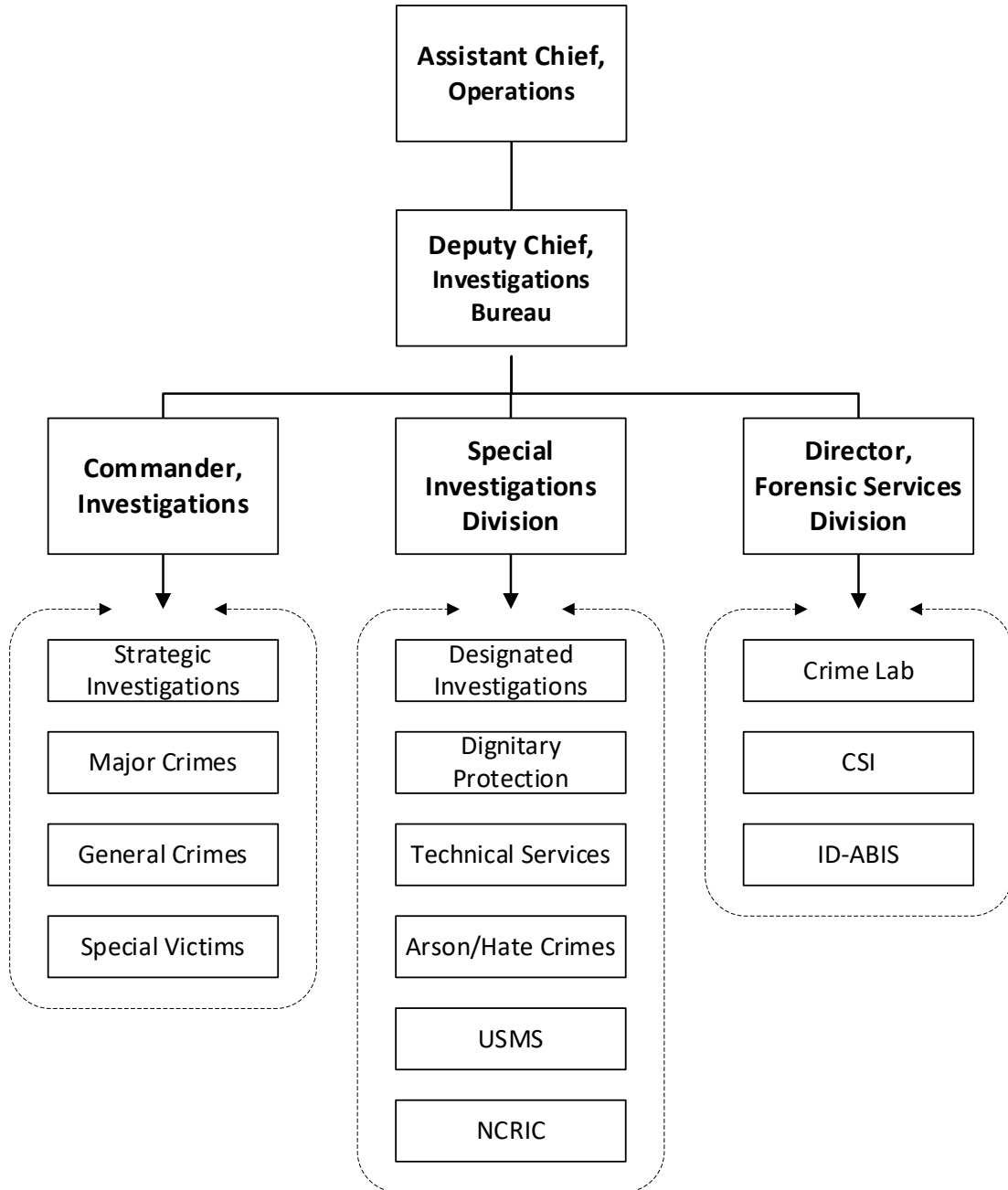
³ Matrix Consulting Group also defined cases as those that are potentially solvable in their analysis.

Organizational Chart



Safety with Respect

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

In general, 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:

$$\frac{\text{Workload Hours}}{\text{NAWH, with utilization rate(s) incorporated}} = \text{Number of staff required}$$

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 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. 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				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	14	25	+11	1	1	0
Violence Reduction Team	23	23	0	1	1	0
Crime Gun Investigations	9	11	+2			
DIVISION TOTAL	47	60	+13	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, 2019 – 2022					
	2019	2020	2021	2022	2021 vs. 2022
Total Homicides as of Dec 31	41	48	56	56	0%

Over the past four years, the number of cases has steadily increased. 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	14	25	+11	1	1	0
Lieutenant	1	1	0			
Sergeant	12	23	+11			
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 56 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. It does this by working extensively with other SFPD units, as well as state and federal partners in multi-agency efforts to address complex, highly-organized local criminal activities and crime syndicates from abroad. The Unit leads the Department's Shooting Review Meeting, providing weekly enforcement recommendations to the Field Operations Bureau. CVRT also 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 internal policy changes, CVRT also investigates shootings that *may* be gang-related as opposed to only those that are *known* to be gang-related.

In ongoing efforts to be more proactive and strengthen community ties, one Lieutenant and one officer are assigned to this unit to support the strategy, closely working with the Community Initiatives & Policy team, which is the programmatic team of this initiative and resides in another SFPD unit. As part of the initiative, the Lieutenant deconflicts with CVRT, other internal units and the City's Street Violence Intervention Program (SVIP) to strategize on outreach and intervention plans. The Lieutenant primarily works in the field with the community and city partners, directly messaging with potential participants of the program. Furthermore, the officer assigned to this work supports the Lieutenant and operations of the VRI strategy.

Strategic Investigations Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Violence Reduction Team	23	23	0	1	1	0
Lieutenant	2	2	0			
Sergeant	10	9	-1			
Officer	11	12	+1			
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 172 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	9	11	+2			
Lieutenant	1	1	0			
Sergeant	4	5	+1			
Officer	4	5	+1			

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 315 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 315 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 General Works Detail 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	16	28	+12			
Burglary/Retail Theft	22	40	+18	1	1	0
Narcotics	28	27	-1			
DIVISION TOTAL	67	96	+29	1	1	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 Notice 22-032 (DN 22-032), effective March 2022, 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 General Work Detail regarding which unit will investigate a robbery case. DN 22-020 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, General Work Detail, and the Burglary Unit has continued to evolve based on current trends and case volume. Over the last few 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.

Given the volume of cases, the Robbery Unit now addresses only the most serious and complex robbery cases and the Burglary Unit now take many of the cases that previously may have been assigned to the Robbery Unit. General Work Detail 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 General Work Detail 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	16	28	+12			
Lieutenant	2	1	-1			
Sergeant	13	25	+12			
Officer	1	2	+1			

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 732 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 General Work, 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 emerged from the pandemic, there has been a 39% increase of auto burglary incidents from 2020 to 2021. This upward trend continued with another 8% increase in 2022.

Organized Retail Theft

Organized retail theft crimes are greatly impacting retailers, both national corporations and locally owned businesses. According to the 2022 Retail Security Survey conducted by the National Retail Federation, organized retail crime is a \$100 billion problem nationwide and rising. The same survey also identified San Francisco as the second most impacted area for organized retail crimes, followed by Los Angeles.

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.

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, to identify and prosecute organized theft rings, recover lost merchandise, collaborate with the retail industry to reduce theft and improve safety for shoppers.

Other Tasks

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.

Major Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Burglary/Retail Theft	22	40	+18	1	1	0
Lieutenant	1	1	0			
Sergeant	19	37	+18			
Officer	2	2	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 1,648 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. Based on current crime trends, **the Narcotics Unit is understaffed and unable to meet the demands of the Tenderloin in addition to other areas of the city.**

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	28	27	-1			
Lieutenant	1	1	0			
Sergeant	5	4	-1			
Officer	22	22	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 General Work Detail (formerly the Station Investigation Teams), and Night Investigations Unit (NIU). Effective March 2022, the district Station investigation Team (SIT) transitioned into General Work Detail (Department Notice 22-040) and continues to investigate incidents that were previously handled by SIT. The General Work Detail is responsible for investigating general crime 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 before the case is assigned to another investigative unit.

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			
General Work Detail	23	19	-4	2	4	+2
Night Investigations	14	11	-3	1	1	0
DIVISION TOTAL	38	31	-7	3	5	+2

General Work Detail

The General Work Detail is managed by a Lieutenant and the unit is 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 General Work Detail, Robbery, and Burglary over the past few years; General Work Detail 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 General Work Detail include, but are not limited to, aggravated assaults, possession of a firearm (felony/non-gang related), some terrorist threats, and non-domestic violence related kidnappings. Given current crime trends as well as case reassignment protocols, General Work Detail experiences a significant case volume and the workload-based analysis indicates that General Work Detail's caseload warrants significant resources.

The structure and organization of General Work Detail 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. Sergeants serve as the Investigators and 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.

Police Service Aides 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, providing rebooking support where appropriate, reviewing crime bulletins, and record payroll. This position provides valuable administrative support and enables sworn Investigators to focus on specialized casework. Given the extensive supportive duties and responsibilities of the PSAs, it is appropriate to use the fixed post methodology and assign four PSA to support General Work Detail.

General Works Detail handles a significant number of the Department's rebookings. Over the 90-day period from April – June 2021, the unit 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
General Work Detail	23	19	-4	2	4	+2
Lieutenant	1	1	0			
Sergeant	20	16	-4			
Officer	2	2	0			
Police Services Aide (PSA)				2	4	+2

Staffing Methodologies by Position

- There is one Lieutenant that serves as the Officer in Charge (OIC). Due to the unique responsibilities of this position, staffing is determined using the non-scaling methodology.
- Staffing for the Sergeant Investigator position that investigates cases is determined using a workload-based methodology based on 2,149 cases citywide and 10.5 hours per case.
- The Officer positions serve as video retrieval officers for all of General Work Detail. Given the unique responsibilities of this position, staffing is determined using the non-scaling methodology.
- The PSA positions are determined using fixed-post methodology, with the intention of having adequate administrative support coverage for sworn personnel assigned to the unit.

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.

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	14	11	-3	1	1	0
Lieutenant	1	1	0			
Sergeant	13	10	-3			
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 202 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. Recommended 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	5	8	+3			
Sergeant	5	7	+2			
Officer	0	1	+1			
Dignitary Protection	9	10	+1			
Sergeant	2	1	-1			
Officer	7	9	+2			
Technical Services Unit	6	7	+1			
Sergeant	3	2	-1			
Officer	3	5	+2			
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	27	32	+5	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						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	7	8	+1	4	4	0
DV, Child Abuse, Sex Assault	17	20	+3			
Financial Crimes	5	9	+4			
Elder Abuse	1	1	0			
Stalking	1	1	0			
Human Trafficking	3	1	-2			
Missing Persons	3	3	0			
ICAC	2	2	0			
290 Sex Offenders	2	3	+1			
Cold Case	2	2	0			
UNIT TOTAL	43	50	+7	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 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 four 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. 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	7	8	+1	4	4	0
Captain	1	1	0			
Lieutenant	2	3	+1			
Sergeant	3	3	0			
Officer	1	1	0			
Clerk				2	2	0
Police Services Aide				2	2	0
DV, Child Abuse, Sex Assault	17	20	+3			
Sergeant	17	20	+3			
Financial Crimes	5	9	+4			
Sergeant	5	9	+4			
Elder Abuse	1	1	0			
Sergeant	1	1	0			
Stalking	1	1	0			
Sergeant	1	1	0			
Human Trafficking	3	1	-2			
Sergeant	3	1	-2			
Missing Persons	3	3	0			
Sergeant	3	3	0			
Internet Crimes (Children)	2	2	0			
Sergeant	2	2	0			
290 Sex Offenders	2	3	+1			

Sergeant	2	3	+1			
Cold Case	2	2	0			
Sergeant	2	2	0			
UNIT TOTAL	43	50	+7	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 (1,344, 75, and 578 cases, respectively); Financial Crimes (1,964 cases filed and 89 cases worked/rebooked); Elder Abuse (71 cases); Stalking (54 cases); Human Trafficking (51 cases); and ICAC (85 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				33	43	+10
Crime Scene Investigations	22	1	-21	5	30	+25
ID-ABIS				23	39	+16
DIVISION TOTAL	22	1	-21	62	113	+51

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, two Examiners, and three lab technicians.

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, with the anticipated reopening in June 2024, 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 seven Criminalist II positions and two Criminalist III supervisors. 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 Supervisor who divides their time between the different sub-units, and supervises a lab technician/entry-level Criminalist 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/Examiner				13	14	+1
Clerk				1	1	0
Crime Lab - Firearms				10	12	+2
Criminalist Supervisor				1	1	0
Criminalist/Examiner				6	8	+2
Laboratory Technician				3	3	0
Crime Lab - Forensic Alcohol				2	9	+7
Criminalist Supervisor				0	2	+2
Criminalist/Examiner				2	7	+5
Crime Lab - Quality Assurance				2	2	0
Criminalist Supervisor				1	1	0
Laboratory Technician				1	1	0
UNIT TOTAL	0	0	0	33	43	+10

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). The whole unit was moved in to the new SFPD crime facility, along with the Crime Lab units, in early 2022. The Crime Lab and CSIU have additional 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 and is currently recruiting to fill these positions.

Recommendation: The Project Team recommends that the Department continue 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	14	1	-13	3	17	+14
Lieutenant	1	1	0			
Sergeant	2	0	-2			
Officer	11	0	-11			
Criminalist Supervisor				0	5	+5
Criminalist/Examiner				2	11	+9
Clerk				1	1	0
CSI - Media Evidence	2	0	-2	0	5	+5
Sergeant	1	0	-1			
Officer	1	0	-1			
Criminalist Supervisor				0	1	+1
Criminalist/Examiner				0	4	+4
CSI - SVRCFL	2	0	-2	0	2	+2
Sergeant	1	0	-1			
Officer	1	0	-1			
Criminalist Supervisor				0	1	+1
Criminalist/Examiner				0	1	+1
CSI - Photo Lab	2	0	-2	1	1	0
Officer	2	0	-2			
Photographer				1	1	0
CSI - Forensic Artist				1	1	0
Graphic Artist				1	1	0
CSI - Digital Forensics	2	0	-2	0	4	+4
Officer	2	0	-2			
Criminalist/Examiner				0	4	+4
UNIT TOTAL	22	1	-21	5	30	+25

Staffing Methodologies

Staffing for all sub-units in CSI is determined using the non-scaling methodology; this section 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 CSI 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 CSI's move to the new crime lab, all CSI 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 one Officer. Previously the unit was staffed with additional 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 CSI photo storage system in Crime Data Warehouse.

The Digital Forensics team currently consists of two Officers that examine and extract data from mobile devices such as cell phones, tablets, computers, DVRs, or any electronic device that may contain data relevant to an investigation.

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 few years, 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				3	4	+1
Fingerprint Technician				8	16	+8
Clerk				9	12	+3
IS Engineer				1	0	-1
UNIT TOTAL	0	0	0	23	39	+16

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.
- The IS Engineer position is funded through a federal Automated Fingerprinting Identification Systems (AFIS) program.

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.

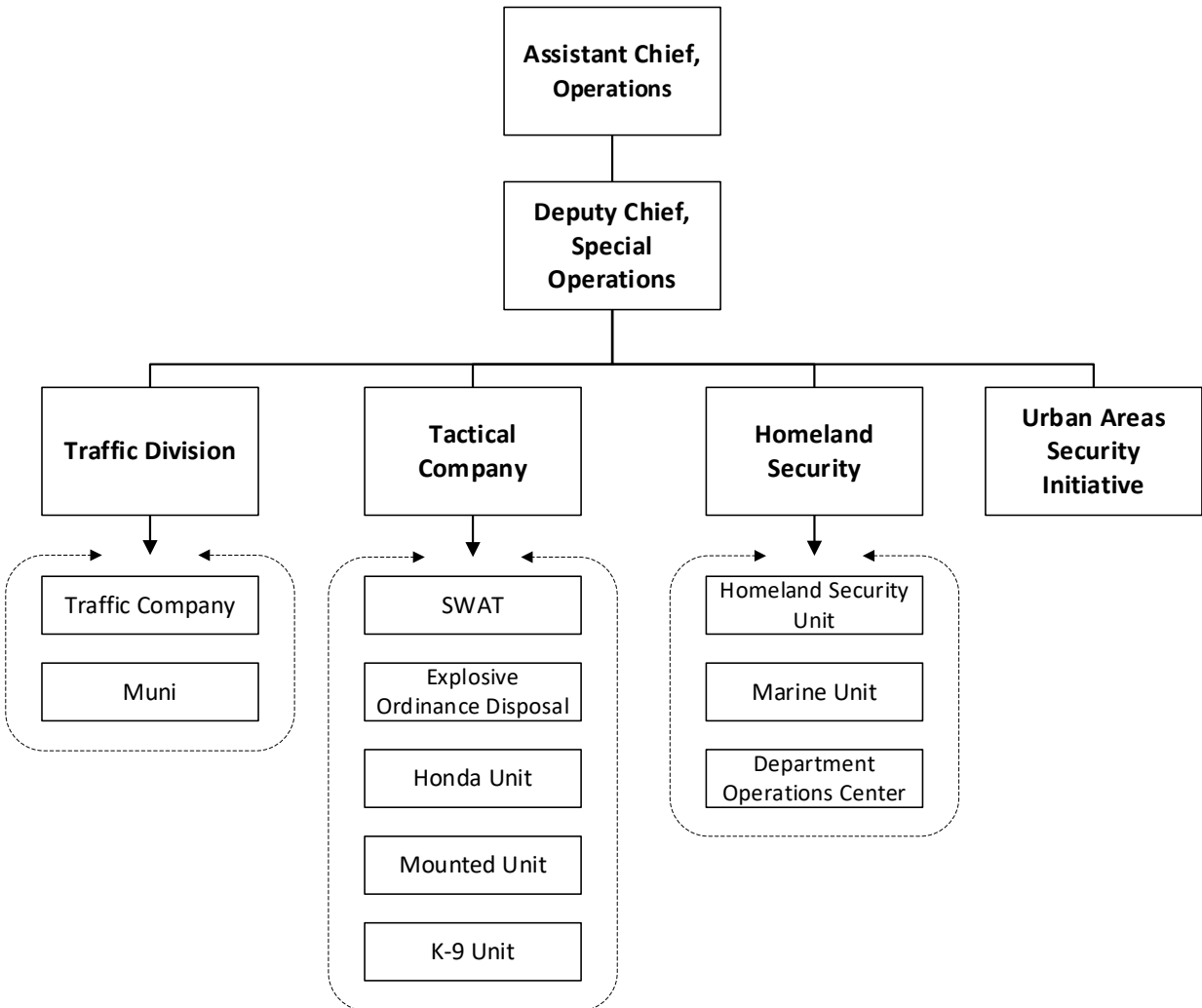
Recommended staffing for the Special Operations Bureau is shown below.

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	53	79	+26	4	6	+2
Tactical Division	58	80	+22	7	7	0
Homeland Security Division	28	32	+4	8	9	+1
Urban Areas Security Initiative	1	1	0	1	1	0
BUREAU TOTAL	141	193	+52	21	24	+3

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 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:

- **Homeland Security/Urban Areas Security Initiative (UASI):** These units have positions that are grant-funded through various regional and national programs.
- **Port Unit:** These positions are funded via work order agreement with the Port of San Francisco.

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	6	5	-1	4	5	+1
Traffic Enforcement	32	51	+19			
Commercial Vehicle	2	2	0			
Stunt Driving Response	1	2	+1			
Traffic Collision Investigations	6	8	+2	0	1	+1
Muni Enforcement	1	1	0			
Muni Response Team (MRT)	0	5	+5			
MTA K9 Team	5	5	0			
DIVISION TOTAL	53	79	+26	4	6	+2

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	6	5	-1	4	5	+1
Commander	1	1	0			
Captain	0	1	+1			
Sergeant	0	1	+1			
Officer	5	2	-3			
Police Services Aide				2	2	0
Senior Clerk				1	2	+1
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. 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.

For the 2021 Staffing Analysis Report, 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. However, with the significant reductions in sworn staffing, sworn personnel in the Traffic Division has dropped to its lowest staffing level in 30 years as the Department has prioritized its staffing resources toward patrol and responding to calls for service. The Traffic Division has also been tasked in helping with efforts to increase police presence to combat public safety issues in the Tenderloin, including the Mid-Market Vibrancy and Safety Plan, the Tourism Deployment Plan, and the City's commercial corridors. As a result, 2022 traffic violation citations fell to 4,006 as compared to 2019 traffic violation citations of 42,971 issued by SFPD. The drop in the number of citations is not an indication of a reduced need for traffic enforcement; the number of traffic-related deaths increased by 34% from 2019 (29 fatalities) to 2022 (39 fatalities). While the number of reported traffic injury crashes reduced during the COVID-19 pandemic, the number of reported traffic injury crashes has been increasing for each of the last two years. The number of reported traffic injury crashes in 2022 (2,787 crashes) is 15% higher than the low experienced in 2020 (2,405) as workers have begun to resume a hybrid-work schedule and a return to the office.

Given the changing dynamics impacting traffic enforcement activities and the lack of quality data, the Project Team is not recommending any staffing changes from its 2021 Staffing Analysis Report and will revisit Traffic Enforcement staffing in the next report revision.

Traffic Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Traffic Enforcement	32	51	+19	0	0	0
Lieutenant	4	4	0			
Sergeant	3	6	+3			
Officer	25	41	+16			

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 only one full dedicated Sergeant, but previously staffed two. 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	1	2	+1	0	0	0
Sergeant	1	2	+1			

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 and five Sergeants. The unit previously received support from one Officer, responsible for conducting video retrieval duties, and 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 2022 there were 255 cases assigned, each taking approximately 48 hours to complete (including case workup and rebooking). Based on these measures, TCIU needs six Sergeants to handle the unit's caseload.

Traffic Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Traffic Coll. Investigations	6	8	+2	0	1	+1
Lieutenant	1	1	0			
Sergeant	5	6	+1			
Officer	0	1	+1			
Police Services Aide				0	1	+1

Muni Enforcement

Muni Enforcement is overseen by one Lieutenant who manages the MTA K-9 Unit. Previously, Muni Enforcement also included the Muni Response Team (MRT) and Muni Task Force (MTF). However, due to exigent staffing shortages, members assigned to MRT and MTF were transferred to district stations and urgent patrol responsibilities that were needed. Currently, the Department is unable to staff the MRT and

MTF units due to the patrol shortage. At this time, overtime is utilized to help provide additional Muni Enforcement and to staff special events as needed. Once there is sufficient patrol staffing, the Project Team recommends that the Department considers re-staffing the MRT and MTF units.

The Department's MTA K-9 Unit operates 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 to staffing shortages throughout the Department. The Lieutenant position is a leadership position and therefore it is considered non-scalable for this assessment.

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

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	2	2	0	1	1	0
SWAT	28	34	+6			
EOD	7	8	+1			
Honda	13	25	+12			
Mounted	4	5	+1	6	6	0
Citywide K-9	4	6	+2			
DIVISION TOTAL	58	80	+22	7	7	0

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	2	2	0	1	1	0
Captain	1	1	0			
Officer	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.

Tactical Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
SWAT	28	34	+6	0	0	0
Lieutenant	2	2	0			
Sergeant	2	4	+2			
Officer	24	28	+4			

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	7	8	+1	0	0	0
Sergeant	2	1	-1			
Officer	5	7	+2			

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 couple of years, the Honda Unit has downsized from four full teams to two modified teams due to the Department’s staffing shortages. The Project Team determined recommended staffing levels for the Honda Unit 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		13	25	+12	0	0	0
	Lieutenant	1	1	0			
	Sergeant	0	4	+4			
	Officer	12	20	+8			

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		4	5	+1	6	6	0
	Sergeant	1	1	0			
	Officer	3	4	+1			
	Stable Attendant				6	6	0

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. The Citywide K-9 unit is currently staffed with one Sergeant and three officers.

Tactical Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
K-9 Citywide	4	6	+2	0	0	0
Sergeant	1	1	0			
Officer	3	5	+2			

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 36 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, and in 2022 there were 93.

Homeland Security Division

The Homeland Security Division includes the Homeland Security Unit (HSU), the Marine Unit, the Department Operations Center (DOC), and the Port Unit. 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	2	2	0			
Marine Unit	4	8	+4			
DOC	21	17	-4	7	8	+1
Port	0	4	+4			
DIVISION TOTAL	28	32	+4	8	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.

In addition to regular responsibilities, the Homeland Security Unit has also been tasked with coordinating and managing public safety services for the upcoming Asia-Pacific Economic Cooperation (APEC) Leaders' Meeting. In November 2023, San Francisco will be hosting APEC, which will be the biggest global event hosted in San Francisco in recent years. During the week of November 12-18, the Department will be supporting public safety for approximately 30,000 delegates from across 21 APEC Member Economies, 1,200 CEOs from around the world, and 600 media representatives for this 30th annual event. Most of the official events will take place at the Moscone Center. As such, the Homeland Security Unit is tasked with

implementing significant security presence in the Moscone Center area, as well as near hotels and other neighborhoods during the conference. The Department expects that large attendance and security will significantly impact traffic, public transportation lines, and parking. The Department's MTA K-9 Unit will also be assisting to conduct bomb sweeps to ensure areas are free of explosive devices and to act as a visual deterrent to potential acts of terrorism. Ensuring public safety measures for APEC 2023 will have a great impact on the increased workload for the Department, especially within the Homeland Security Unit. This includes a temporary allocation of additional resources assigned to the Homeland Security Unit to help prepare and coordinate for APEC 2023.

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 counted in Administration, but 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	2	2	0	0	0	0
Sergeant	1	1	0			
Officer	1	1	0			

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 one Sergeant and three Officers. Typically, the Department would have additional sworn members 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 desired number of teams and required staffing on each team, the Project Team recommends two Sergeants and six Officers..

Homeland Security Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Marine Unit	4	8	+4	0	0	0
Sergeant	1	2	+1			
Officer	3	6	+3			

The Port Unit

The Department is establishing a Port Unit structured under the Homeland Security Division which will include four Officers. These positions are funded by a work order with the Port of San Francisco. Duties include providing safety and security and investigative police services to various Port properties. Given the varying nature of the workload and based on the work order agreement, staffing for this unit is determined using the fixed-post methodology.

Homeland Security Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Port	0	4	+4	0	0	0
Officer	0	4	+4			

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 DOC operates 24/7 and staffing levels for Sergeants, Officers, and PSAs were determined using the fixed-post methodology to ensure the DOC is staffed at all times.

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 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	21	17	-4	7	8	+1
Lieutenant	1	1	0			
Sergeant	2	4	+2			
Officer	18	12	-6			
Police Services Aide				7	8	+1

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.

The positions within UASI are grant-funded which 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.

Homeland Security Division						
	<i>SWORN</i>			<i>CIVILIAN</i>		
	Current	Recommended	Need	Current	Recommended	Need
UASI	1	1	0	1	1	0
Captain	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 four Divisions: Administration Division, Academy Division, Staff Services Division, and Crime Information Services (CIS). The Administration Division includes the Department's Fleet and Facilities units, as well as the Office of Equity and Inclusion (OEI). The Academy Division consists of multiple units who manage training, certification, and professional development for both Recruit Officers and Department personnel. The Staff Services Division include 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 is responsible for a wide range of functions in Department recordkeeping, information provision, and property control.

Recommended Staffing

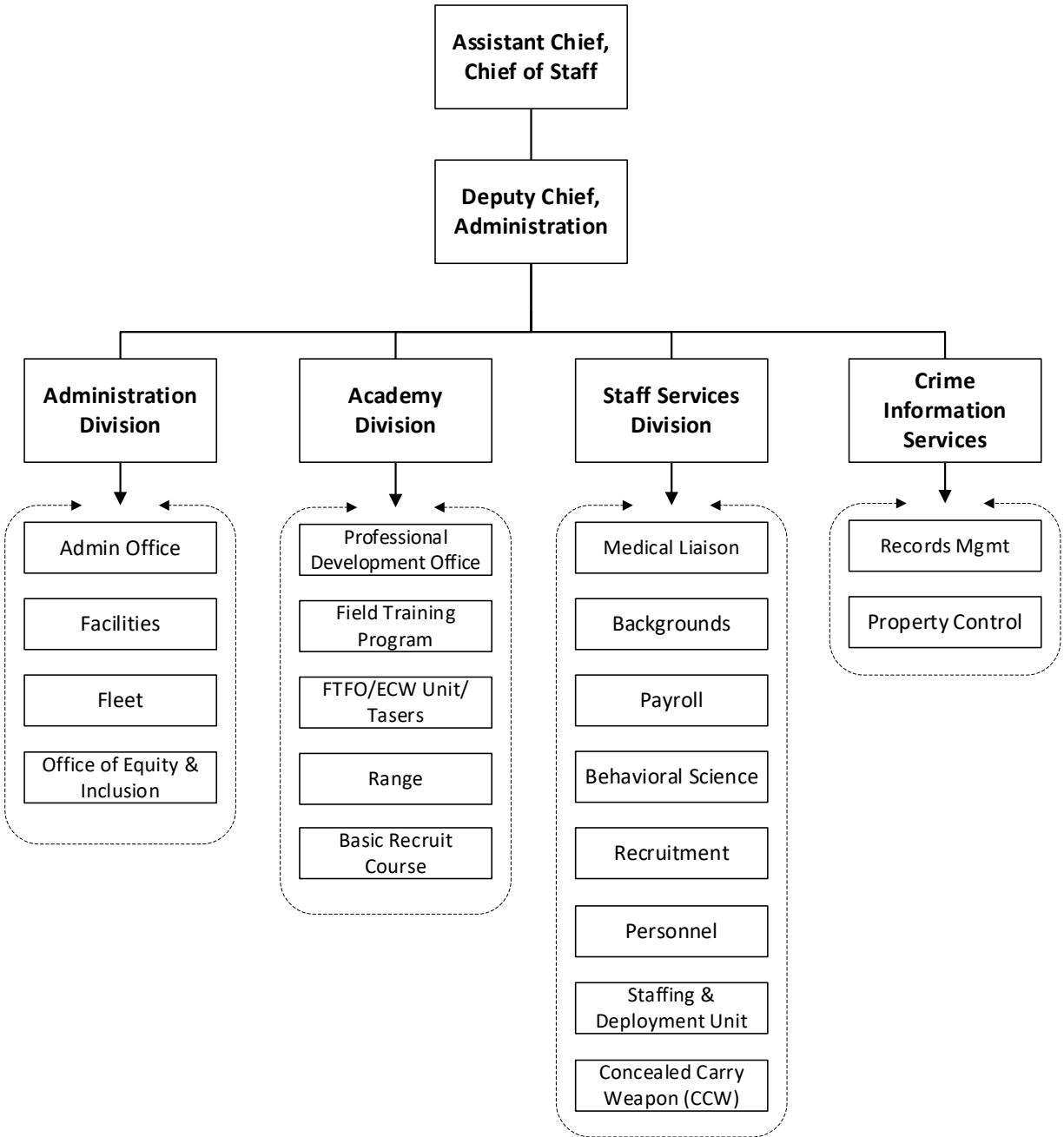
The table below shows recommended staffing for the Administration Bureau by Division. The Bureau has sufficient sworn staffing, and the Project Team recommends civilianizing Records Management in CIS. The Bureau has demonstrated a need for professional staff in key areas including the Fleet and Facilities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

Administrative Services Bureau						
Division or Unit	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration - Executive	2	2	0	1	2	+1
Office of Equity and Inclusion	1	1	0	0	1	+1
Administration Division	1	1	0	28	42	+14
Academy Division	33	37	+4	6	7	+1
Staff Services Division	23	24	+1	53	73	+20
Crime Information Services	21	11	-10	38	51	+13
BUREAU TOTAL	81	76	-5	126	176	+50

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	2	+1
Deputy Chief	1	1	0			
Commander	1	1	0			
Executive Secretary				1	1	0
Secretary				0	1	+1

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. In early 2023, the Department also signed on to the 30 by 30 Pledge and reaffirmed the commitment to the recruitment, retention, and advancement of women in policing. OEI leads the Department's initiative aiming to increase the representation of women in police academy recruit classes to 30 percent by 2030 and to ensure that police policies and culture intentionally support the success of women officers throughout their careers.

The Office of Equity and Inclusion is currently managed by only one Lieutenant with limited support from employees of other units. Previously, OEI utilized light duty officers to help report functions related to

racial equity impacts, as well as share diversity, equity, and inclusion related information in the field and the Department. The Project Team recommends the addition of one Senior Administrative Analyst to align the growing workload of OEI with the appropriate job classification. With additional support to the unit, the Lieutenant will be better equipped to focus on high-level strategic planning and oversight as OEI interfaces regularly with executive-level City leadership including SFPD Command Staff and Commissioners. 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, as well as capable for supporting other administrative functions for the unit.

Administrative Services Bureau						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
OEI	1	1	0	0	1	+1
Lieutenant	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, buildings and facilities.

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.

Administrative Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Fleet and Facilities Admin	1	1	0	1	1	0
Fleet	0	0	0	14	20	+6
Facilities	0	0	0	13	21	+8
DIVISION TOTAL	1	1	0	28	42	+14

Office and Fleet and Facilities Administration

The Administration Division Office is overseen by a civilian manager, with support from both sworn and professional staff. The unit has one Sergeant that reports directly to the Deputy Chief of Administration Bureau providing high-level administrative support as needed while assisting both fleet and facilities. The

unit is also supported by lower-level managers, supervisors, and clerks who are assigned to either Fleet or Facilities. Each employee has their own role and responsibility providing assistance related to the various projects and ongoing maintenance and coordination of Fleet and Facilities.

Administrative Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Fleet and Facilities Admin	1	1	0	1	1	0
Sergeant	1	1	0			
Fleet and Facilities Manager				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. As of June 2023, only eight of the ten district stations are staffed with an Auto Service Worker. Additionally, there are three Auto Service Workers assigned to non-district station assignments, such as the Homeland Security Unit (HSU), Academy, and the centralized Fleet unit in Administration.

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.

Staffing Methodologies by Position

- Fleet Manager and Auto Service Worker Supervisor are supervisory positions that are classified as non-scalable.
- The clerk position that provides additional administrative support is also 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 934 Department vehicles are utilized and located at non-district station assignments.

At the time of the study, there were 11 Auto Service Workers; five additional Auto Service Workers are required based on the ratio-based methodology and calculations shown above. If a centralized Fleet unit is implemented, it may be appropriate to change the ratio of vehicles per staff as it may allow for more effective allocation of resources.

Facilities

Facility Coordinators inspect and monitor the Department's facilities for preventative and corrective maintenance needs and works 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 seven Facility Coordinators each assigned to of the ten District Stations and the remaining 27 facilities are supported primarily by the Building and Grounds Maintenance Superintendent, Maintenance Planner, and Facility Coordinators assigned to the Administration Division.

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, not all the Facility Coordinators report directly to the Facilities unit. The other 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	21	+8
Maintenance Manager				0	1	+1
Maintenance Planner				1	1	0
Management Assistant				0	1	+1
Facilities Coordinator				11	17	+6
Clerk				1	1	0

Staffing Methodologies by Position

- Given the leadership roles and unique project-based duties of the positions, and administrative support functions, 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 17 Facility Coordinators 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						
	<i>SWORN</i>			<i>CIVILIAN</i>		
	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	3	6	+3	5	5	0
Lieutenant	1	1	0			
Sergeant	0	4	+4			
Officer	2	1	-1			
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 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.
- 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 regular 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, assists with LDI, and manages the billing for training courses. This position is non-scalable and electively staffed based on operational needs.
 - 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.
 - One Management Assistant is the outside training manager and reviews, approves, and processes all outside training requests for the Department. This position also assists with grant development.
 - One Management Assistant is the internal training manager and processes billing for the unit and monitors City-mandated training requirements as well as POST certification.
 - Media Production Technicians in the Video Production Unit are responsible for producing digital media used in a range of training courses 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.

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 June 2023, 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 116 certified FTO trainers; however, only 109 are assigned to District Stations that are eligible to receive trainees. As of June 2023, there were 11 trainees in the FTO program, which constitutes a ratio of approximately nine eligible trainers for every trainee.

Since 2019, FTO's responsibilities have increased due to additional administrative tasks required to develop policy and training materials. Over the past few years 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. However, 2023 is estimated to have significantly more applications moving forward, and the most recent Academy class (Class 280) started with 32 Recruits; the largest class since 2019.

Academy Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Field Training Office	3	4	+1	0	1	+1
Lieutenant	1	1	0			
Sergeant	1	1	0			
Officer	1	2	+1			
Clerk				0	1	+1

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 estimated 30 – 45 trainees in the FTO program; in prior years, there have been approximately 30 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. 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	4	5	+1	0	0	0
Lieutenant	1	1	0			
Sergeant	2	2	0			
Officer	1	2	+1			

Physical Training and Defensive Tactics (PT/DT)

The Physical Training and Defensive Tactics Unit (PT/DT) now also falls under the command of the FTFO Lieutenant. 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	6	4	-2			
Sergeant	2	1	-1			
Officer	4	3	-1			

Staffing Methodologies by Position

- A Sergeant serves as the supervisor 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 up to 35 Recruit Officers per class.

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	11	11	0	0	0	0
Sergeant	0	1	+1			
Office (Lake Merced)	10	9	-1			
Officer (Airport)	1	1	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 June 2023, there were 1,907 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 10 Officers are

needed to staff the Range. These Officers are split between the citywide Range at Lake Merced and the Airport Range.

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 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 8 months) and the course for lateral officers lasting eight weeks. In the past three fiscal years (FY), SFPD ran two to four classes per year. FY 2020 through FY 2023 were heavily impacted by the hiring freeze and decreasing interest in law enforcement careers. However, the Department is expected to run four classes again in FY 2024, with current trends showing an increasing number of applicants similar to data prior to 2019. 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			
EVOC	4	3	-1			
BRC TOTAL	11	10	-1	0	0	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 several years, the average number of Recruit Officers in each Recruit Class has declined from roughly 50-55 in 2017 and 2018 to roughly 20-30 in recent years. 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. However, the most recent Academy class, which started in June 2023, had over 30 Recruit Officers, and the Department expects larger class sizes in the future. For the purpose of this analysis, the Project Team uses a Recruit Class size of 25 entering Recruit Officers and approximately 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 previous 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.

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. Several 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 requires 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						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
EVOC	4	3	-1			
Sergeant	1	1	0			
Officer	3	2	-1			

Staffing Methodologies by Position

- One Sergeant serves as the supervisor 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. The unit also manages the new patrol backfill and overtime deployment for sworn members.
- **Concealed Carry Weapon Unit (CCW)**, which handles all CCW license applications for the City and County of San Francisco.

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	5	6	+1
Background Investigations	4	2	-2	20	27	+7
Payroll	0	0	0	9	12	+3
Behavioral Science	4	6	+2	0	0	0
Recruitment	4	4	0	4	7	+3
Personnel	0	0	0	12	13	+1
Staffing and Deployment	7	7	0	2	4	+2
CCW Permits	1	2	+1	0	3	+3
DIVISION TOTAL	23	24	+1	53	73	+20

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 unit typically manages well over 100 employees who are on some sort of medical leave or temporary modified accommodation, and the count is currently over 150. This number had also increased due to the Covid-19 pandemic.

Medical Liaison						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	2	3	+1
Sergeant	1	1	0			
Health and Safety Manager				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
EEO 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 which has now been replaced with a civilian Health & Safety Manager position. 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, Health & Safety Manager, 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 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 staffing analysis, whereas in other sections, part-time retirees are not addressed specifically in the report. Generally, background investigations for potential sworn hires, Police Service Aides, and Police Cadets are conducted by sworn members in the unit, supplemented with assistance from part-time retirees. Background investigations of other potential civilian 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 should work jointly to re-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 budget impacts from the 2020 Covid-19 pandemic, all vacant professional staff positions were eliminated during the budget process. Currently, part-time retirees are working in the unit as part-time Background Investigators with minimal sworn presence. The unit should re-initiate the hiring process for civilian Background Investigators to allow for the reallocation of the Officers to other areas of the Department with greater need for sworn members.

Background Investigations						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	2	+1	2	3	+1
Sergeant	1	2	+1			
Principal Clerk				1	1	0
Clerk Typist				1	2	+1
Background Investigations	3	0	-3	18	24	+6
Officer	3	0	-3			
Background Investigator				0	7	+7
Part-time Investigator				18	17	-1

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. The Sergeant also leads all special projects to the unit, including process improvements and audits. 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 unit requires one additional supervisor. 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 the past three years, the Background Investigations Unit received an average of roughly 250 sworn background packets; a significant reduction compared to 567 packets in 2019 due to the Covid-19 pandemic, the hiring freeze, and the George Floyd civil unrest. However, with the recent changes to public perception of law enforcement needs, the Department's increased efforts in recruitment, the Background Unit has seen a dramatic increase in workload for the new year. For the purposes of this analysis, the project team estimated the expected number of background cases at 560 for the current year 2023. The first six months showed roughly 280 background packets were received and assigned to the unit, including cases for potential Officers, Police Service Aides, and Cadets. Although staffing, hiring, and recruitment for law enforcement remains difficult, the Department is experiencing an upward trend of applicants compared to recent years, and the recommended number for Background Investigator staffing is shown above.

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 work-weeks and this may impact the unit's ability to conduct investigations in a timely manner. 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 unit is currently undertaking a special project to implement a new system that will enable better tracking of caseloads, more effective processing of case files, oversight of candidate progress, and reporting of performance metrics. 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 and make data driven decisions for process improvement. Such a system will also facilitate internal tracking and coordination and enable other supervisory 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. Covid-19 and updated Collective Bargaining Agreement changes have recently created additional payroll processing workload and the staffing recommendation for the unit is shown below.

Payroll Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration				2	3	+1
Manager				1	1	0
Clerk Typist				1	2	+1
Payroll				7	9	+2
Chief Payroll Clerk				1	1	0
Payroll Clerk				6	8	+2

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 included in the Clerk count. In line with previous studies and industry standards, staffing for Clerks is determined using a ratio-based methodology that scales based on the size of the Department: one Payroll Clerk per 275 employees. As of June 2023, there were 2,272 active employees in the Department, including both sworn and non-sworn employees that work in the City.

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	4	6	+2			
Sergeant	1	1	0			
Officer	3	5	+2			

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 regular 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 a 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 sworn and non-sworn recruiters 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 2023, there were approximately 325 sworn vacancies in the Department, and over the past three fiscal years, the average attrition figure equates to 154 per year (retirements, resignations, and terminations, not including training attrition), which sums to a figure of 479. In order to adequately address these needs, the staffing target ratio is set at 1 FTE per 50. This ratio indicates that RU should be staffed with nine individuals, with 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	4	0	4	7	+3
Sergeant	1	1	0			
Officer	3	3	0			
Recruiter				3	6	+3
Media Programming Specialist				1	1	0

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 and has hired a Media Programming Specialist to coordinate with the vendor, conduct in-house media productions, and manage social media for the unit. The unit has also worked with the City Controller's Office to identify areas of process improvement, key performance measures, and various recruitment strategies.

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 in conjunction with the Labor Relations unit. Additionally, the unit has launched its new talent development and mentorship program to further the development and growth of all members, both sworn and professional staff. Mentoring connections will help members to expand networks, gain new knowledge and insight, and build new skills.

The Society of Human Resources Management (SHRM), Academy to Innovate HR (AIHR), and other established human resource organizations 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 200 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 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 June 2023, there were 2,616 full-time equivalent (FTE) employees in the Department. Part-time and as-needed employees are counted as 0.5 FTE for the purposes of this analysis.

The total number of employees required for the entire HR team is shown below, using the ratio-based methodology

Human Resources/Personnel						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Human Resources				2	2	0
Manager				2	2	0
Personnel				10	11	+1
Senior Personnel Analyst				2	3	+1
Personnel Analyst				3	3	0
Personnel Technician				3	3	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, including the comprehensive staffing analysis mandated by Proposition E.** The unit is also responsible for the mandatory deployment of sworn members for overtime and patrol details due to staffing shortages.

Over the last several 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.

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.

In addition to the various analytical projects in SDU, **the unit has also expanded in 2023 to include the responsibility of backfill patrol and event deployment, both overtime and on-duty due to current sworn staffing shortages.** Currently without the ability to use scheduling software or technology, the unit utilizes

one Sergeant and three Officers to handle all overtime and on-duty detail deployments for events, tourism, and patrol backfill. Since inception and launch of this new team in early 2023, the unit has deployed over 2000 sworn members to work over 50 different deployments, including Union Square Safe Shopper, unplanned special events, and the President of the United States visit to San Francisco. Moreover, the workload for these types of deployments may be spontaneous requiring significant amounts of ongoing administrative support, coordination with Field Operations, and individual members.

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 supervisor-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 supervisor-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, transfers and deployment, and ongoing reports.
 - One Senior Administrative Analyst would focus on providing project work and analytical support to SFDHR/Recruitment, Retention, 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 explore technological support to alleviate the amount of manual processes associated with backfill and event deployments.** The backfill team may also benefit from some civilian support as most duties are administrative in nature. This may allow the Department to reallocate its limited sworn staffing resources.
- **SDU should determine methodologies for quantifying workload to be used in future analyses.** At this time, all positions in the unit are classified as non-scalable. 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	7	7	0	2	4	+2
Lieutenant	1	1	0			
Sergeant	3	3	0			
Officer	3	3	0			
Analytics Manager				0	1	+1
Sr. Administrative Analyst				2	3	+1

Concealed Carry Weapon (CCW) Unit

In June 2022, the Supreme Court ruled on concealed carry weapon laws that has created a spike in CCW license applications in the City and County of San Francisco. With these legislative changes, the Department created a new CCW Unit in January 2023 under Staff Services to research best practices, industry standards, and state/federal law related to CCWs. The unit started with one Lieutenant to launch and lead all aspects of the new unit, and has since assigned one Sergeant, two modified-duty Officers, and three part-time retirees. Since its inception, the unit has created a plan and process for investigating and administering CCW applications, developed a CCW Unit manual, and vetted nine different firearms training providers. The unit completely processed and issued over 70 CCW licenses out of approximately 350 applications, while still receiving 10 new applications per week. The remaining applications are pending various steps in the application process such as firearm training or psychological evaluation. It has also been estimated that each application takes roughly 6-7 hours to process completely.

Recommendations and Considerations

The unit should continue to track CCW applications and amount of workload to better identify staffing needs for future analyses. Due to the unique nature of this new and evolving unit, all positions have been identified as non-scalable. The project team recommends the unit continue to utilize one Lieutenant to oversee all aspects of the CCW process, including continued research of applicable laws, trends and best practices, and staffing needs. The project team also recommends one Sergeant and two Officers to continue the current process as it seems sufficient for handling new incoming applications. Lastly, an administrative Clerk or Management Assistant will be beneficial to the unit to handle the administrative tasks, as well as reduce the need for part-time retirees in the unit. Furthermore, the Department should consider this new unit as another area for civilianization if the job responsibilities do not require sworn members.

Concealed Carry Weapon Permits						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
CCW Permits	1	2	+1	0	3	+3
Lieutenant	1	1	0			
Sergeant	0	1	+1			
CCW Investigators				0	2	+2
Management Assistant				0	1	+1

Crime Information Services (CIS)

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

Crime Information Services						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
CIS - Admin	1	1	0	1	1	0
Records Management	13	1	-12	19	28	+9
Property Control	7	9	+2	18	22	+4
DIVISION TOTAL	21	11	-10	38	51	+13

CIS - Admin

CIS is divided into Records Management and Property Control. A Captain oversees the two sections and is supported by a Clerk and two Lieutenants that manage their respective sections. 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

Records Management 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 unit also serves as the administrator for some of the software programs that the Department uses, including GovQA, CopLogic, and Laserfiche. Recommended staffing for Records Management is shown below.

Records Management						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Records Management	13	1	-12	19	28	+9
Lieutenant	1	1	0			
Sergeant	3	0	-3			
Officer	9	0	-9			
Chief Clerk				2	4	+2
Senior Clerk				17	24	+7

Recommendations and Considerations

Records Management faces many challenges due to recent turnover and current vacancies. As of June 2023, the unit is staffed with nine modified-duty Officers, three modified-duty Sergeants, one Lieutenant, and 17 clerks. In practice, many of the staff members are cross-trained in the areas listed below but have primary assignments and responsibilities. Typically, the Lieutenant is the Officer in Charge (OIC) with one Sergeant and two Chief Clerks to provide supervision of the whole unit for both day and swing shift. However, the unit also utilizes members on modified duty due to high levels of workload and vacancies.

All tasks performed by Records Management 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 unit. Most are on temporary modified duty (TMD) or non-public contact and are placed here due to work activity restrictions, but there are also several Officers who hold *permanent* work restrictions. 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.

Assignments	Workload Measures	Volume (2022)	Time per Task (mins)	Total Hrs
Report Request Team	# of Report Requests	27,329	5	2,277
Report Request Team	# of External Agency Requests	6212	30	3,106
Firearms FCN Processing	# of Firearm FCNs Processed (old system)	1,282	15	321
Firearms FCN Processing	# of Firearm FCNs Processed*	1,282	5	107
Data Entry Team	# of Data Entry Reports	10,463	10	1,744
LIAS	# of LIAS Documents	63,009	5	5,251
Total Hours				12,806

*New technology has improved firearms FCN processing times.

Previously there were two Sergeants who provided oversight for the sworn members within the Division but currently there is one Lieutenant, three modified duty Sergeants, and two Chief Clerks who are responsible for supervising nine Officers and 17 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 Records Management, the Project Team recommends four Chief Clerks to oversee daily operations for day and swing watch.

Duties and responsibilities of personnel assigned to Records Management include fulfilling any report requests from members of the public, outside agencies, and insurance companies; entering stolen and/or lost and found property into the California Law Enforcement Telecom System (CLETS) and entering reports from outside agencies; entering stolen and/or lost records regarding firearms into the California Law Enforcement Telecom System (CLETS) and entering reports from outside agencies; scanning and entering traffic reports, evidence sheets, arrest reports, non-arrest reports, COPLOGIC reports, FCNs, stolen and recovered vehicle reports, and crime lab reports into the Laserfiche Imaging Archive System (LIAS); and sealing of court documents and supporting requests from external law enforcement agencies. The mailroom and external background requests are also functions within Records Management, each of which requires one full-time employee.

Over the past few years, Records Management has been diligently working to fulfil a number of requests that have been backlogged due to staffing shortages, Covid-19, and the Shelter-in-Place policy by the City and County of San Francisco. Similar to the rest of the Department, Records Management has faced various challenges such as navigating remote employees and lack of technological and equipment resources. As of July 2023, Records Management shows a backlog of 685 GovQA requests, 210 Background requests, and over 20,000 Automated Firearms System (AFS) entries.

The Project Team recommends hiring more civilian clerks to fill current vacancies as result of retirements and to reduce the workload backlogs. Additionally, the unit would benefit greatly from software and systems that could automate some of the time-consuming manual processes currently performed by the Clerks. Even with the support from temporarily assigned members, the unit is significantly understaffed and requires additional full-time dedicated staff to fulfil operational needs.

Property Control

Property Control, often referred to Property Control Division (PCD), is responsible for maintaining and processing all property and evidence that is entered into the custody of the San Francisco Police Department. Property Control 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 firearms, narcotics, and cash, from District Stations and other units. PCD 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 Property Control, which is currently composed of both sworn and civilian employees, including Officers, Storekeepers, one Account Clerk, one Administrative Clerk, and part-time retirees (960s).

Property Control						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Property Control	7	9	+2	18	22	+4
Lieutenant	1	1	0			
Sergeant	1	2	+1			
Officer	5	6	+1			
Senior Storekeeper				1	1	0
Storekeeper				15	19	+4
Account Clerk				1	1	0
Sr. Clerk Typist				1	1	0

Recommendations and Considerations

Property Control is split into multiple subunits located at three different locations. They are also in the process of preparing for its 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. To effectively staff PCD, the Project Team recommends additional Storekeepers and 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 are cross trained and share responsibilities of the core functions described below.

Currently there is one supervising Lieutenant and one Sergeant to oversee Property Control. There is an immediate need for an additional Sergeant to support daily operations, cross-train staff, facilitate various projects and tasks such as the Division's relocation project, and provide direct supervision of staff. Applying the span of control methodology, the Project Team recommends the addition of one Sergeant to help with supervisory duties. In addition to the Lieutenant and Sergeant that provide oversight and supervision, Property Control staffs one Account Clerk and one Storekeeper for more general administrative tasks, such as managing payroll, currency evidence, and all evidence tracking in the Evidence on Q system. Sworn staff members are needed to supervise the handling of certain types of evidence and property.

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 that are 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.

A workload-based methodology is applied to determine staffing for this sub-unit and uses the following measures from 2022 to determine appropriate staffing levels: 10 hours per day for daily station runs

(collection and data entry), 105,160 total property items collected and processed, and approximately 11,333 items released from the front counter. Due to current staffing shortages, often times members are pulled from their primary assignment to cover the front counter.

The firearm processing 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.

A workload-based methodology is applied factoring in the total number of firearms processed annually. In 2022, there were 1,247 firearms processed, each taking approximately one hour. Additionally, the unit has approximately 7,000 firearms currently backlogged that have not been processed due to current staffing shortages. Using the previously established workload-based methodology, the Project team recommends two Officers and two Storekeepers to perform these particular responsibilities. The temporary light duty Officers and part-time retirees can also assist as needed.

Duties for the Narcotics team include storing and maintaining narcotics evidence, destruction of narcotics, and transporting substances to the Alameda Crime Laboratory for testing. Sworn officers retrieve evidence from the narcotic drop box located at Property Control, 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 2022, there were a total of 6,832 envelopes received at intake and 3,749 envelopes sent out for testing. Due to staffing shortages, less trips were taken, roughly 50 in 2022, but ideally at least two trips per week would be taken to Alameda for consistent testing. It should be noted that each envelope often contains multiple drugs. Based on these measures, the Project Team recommends additional Officer support.

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. This team supports destruction, donation, and recycling of items, such as e-waste, metal items, and biohazards. In 2022, this team processed 1,568 items requiring holds, and 34,422 items requiring destruction. Time per task is highly variable. These positions are unique and are not scalable to any workload measures. However, the team is also facing backlogged cases that need review and processing and the Project Team recommends two Storekeepers and additional support from part-time retirees.

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. The team must also coordinate with the FounDrop webpage for found items with unknown owners, as well as collaborate with Investigations and SFPD's Legal team. The function of this Parcel and Auctions within Property Control is to prepare items for shipping, such as found property and evidence to other agencies, and to maintain the Property room webpage for auctioning items. The Storekeepers in Lost and Found, FounDrop, Parcels, and Auctions should all work closely together and be crossed train. These positions are unique and considered as non-scalable. The Project Team recommends four Storekeepers to effectively manage these various responsibilities in Property Control.

PCD also 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. This is a unique position and is considered non-scalable for this analysis.

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 also 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. These positions are classified as unique and non-scaling. The Project Team recommends four Storekeepers and utilizing part-time retirees as needed.

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. The Supplies Unit is currently operated by one Senior Storekeeper (Supervisor), two Storekeepers and one Clerk. The Supervising Storekeeper is based on span of control, whereas the other positions are considered non-scalable for this analysis.

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

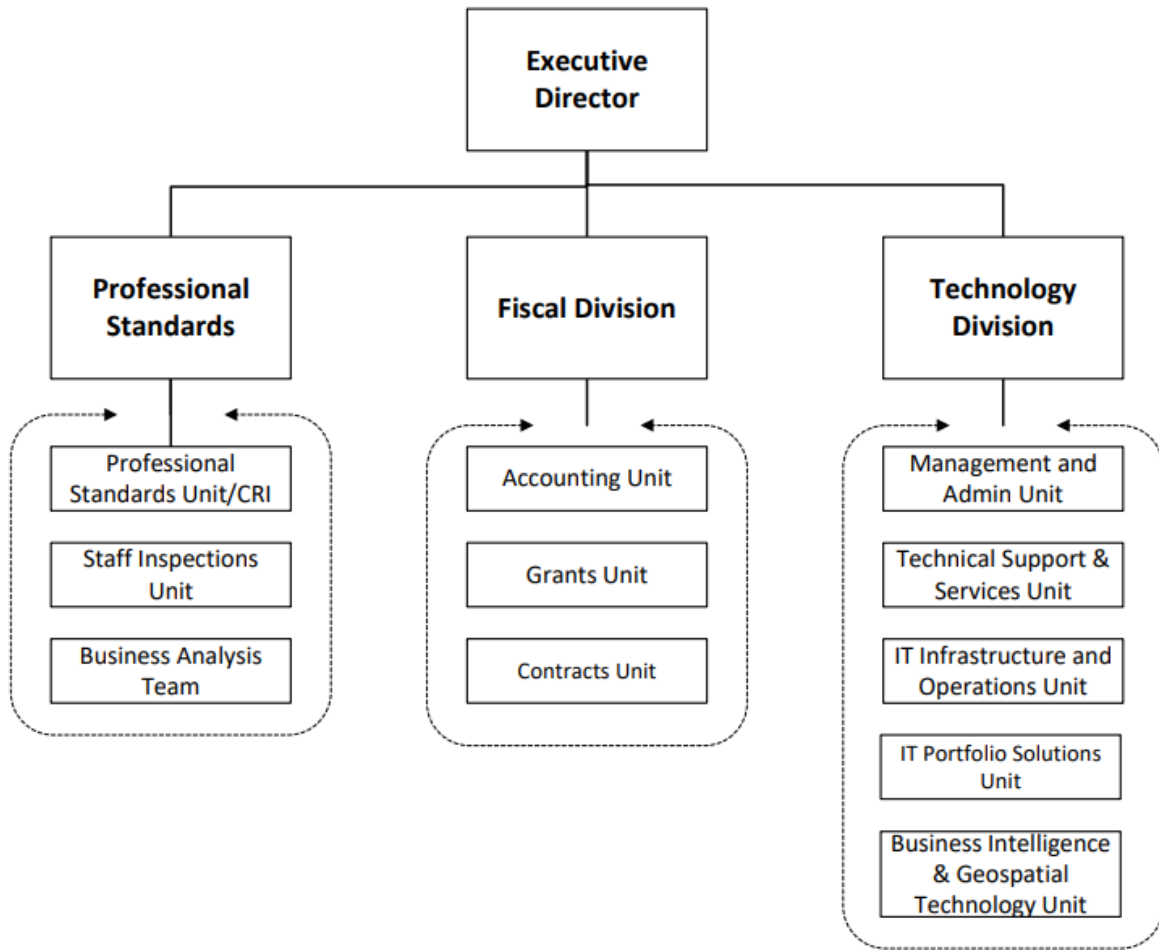
The table below provides a staffing overview for the various Divisions within the Strategic Management Bureau. While sworn staffing levels are appropriate to meet workload demands, there is a significant need for highly trained professional staff with expertise in analytics and technology. A detailed 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	8	6	-2	9	18	+9
Fiscal Division	0	0	0	12	15	+3
Technology Division	1	1	0	49	78	+29
BUREAU TOTAL	9	7	-2	72	114	+42

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 an Executive Secretary. 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				2	3	+1
Executive Director				1	1	0
Manager				0	1	+1
Executive Secretary				1	1	0

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	1	1	0	1	1	0
Prof. Standards (CRI Team)	6	2	-4	0	3	+3
Staff Inspections Unit	1	3	+2	0	2	+2
Business Analysis Team	0	0	0	8	12	+4
DIVISION TOTAL	8	6	-2	9	18	+9

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	1	1	0	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. The unit is overseen by one Lieutenant and is currently composed of two Sergeants and four Officers. Team members are assigned to support a portfolio of recommendations for five different focus areas/objectives that were identified by the DOJ (Use of Force, Bias, Community Policing, Accountability, and Recruitment). Each Sergeant oversees their own focus area(s) 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 Hillard Heintz), facilitating meetings & 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. Significant progress has been made with the Collaborative Reform Initiatives as it has been the Department's top priority. As of June 30, 2023, the Department is in substantial compliance with 245 of the 272 (90%) DOJ recommendations. While the goal of the CRI team is to have the remaining 27 recommendations finalized by April 2024, the unit's focus will shift towards sustainability efforts, which includes conducting reviews to ensure that all action items associated with the CRI recommendations are being completed consistently by the Department.

The CRI Team has consolidated the remaining recommendations into individual project plans and will prioritize the different initiatives within those plans. The objective and focus of this unit will continue to evolve so these positions are considered as 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)	6	2	-4	0	3	+3
Sergeant	2	2	0			
Officer	4	0	-4			
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, how members are interacting with the community, etc. However, the unit could also benefit from having a dedicated Analyst in the unit who can provide administrative support in the areas of change management and/or policy development and implementation. Having an analyst working collaboratively with sworn members will align with the unit's objective of sustaining changes from the CRI recommendations and allow the Department to utilize sworn members elsewhere. The Project Team recommends adding one Analyst position to provide additional administrative support.

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).

The unit has focused its efforts on reviewing all accountability recommendations that were implemented through CRI. SIU currently operates with one Sergeant who is supported part-time by an Analyst assigned to the Business Analysis Team (BAT).

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. Additional sworn members are 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	1	3	+2	0	2	+2
Sergeant	1	1	0			
Officer	0	2	+2			
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 two Officers 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 and one Project Manager. 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). With the growth of data collection and systems, the Business Analysis Team is no

“data rich”, however, a lack of data manipulation, coding, and analytical skills hinders the team’s ability to conduct more complex analysis over time.

Recently the Business Analysis Team has been directed to support the Strategic Management Bureau is more strategic level, enterprise-wide project, and change management initiatives. The department receives, on average, 4 major change directives from the legislature, Executive Branch, Police Commission, and elsewhere, that require skilled and dedicated resources to develop and implement. Major project delivery for non-IT based projects have traditionally been a challenge for the department. As such, one Sr Admin Analyst has been hired to directly support major projects and strategic level initiatives. These projects include things like the decennial station boundary analysis, department and interagency strategic planning, annual department level budget prioritization, and responding to process and change initiatives recommended or mandated internally or by third parties. Additionally, in support of major change initiatives, the Business Analysis Team has been increasing the amount of time dedicated to Academic level engagement with various institutions of higher education, and other think tanks. This engagement, tied to potential growth in evidence based policing practices in the SFPD, may yield benefits to efficiency and effectiveness across the department.

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. With only one Project Manager on staff, only one major initiative can be handled at this time, despite the average of 4 major projects per year. Additionally, with a lack of dedicated analysts to assist with evidence- based policing evaluation, the promise of testing and keeping what works remains just a promise. To meet required deadlines and provide a level of service that enables data-driven decision making, the Project Team recommends the addition of one Senior Administrative Analyst and one Senior Information Systems Engineer to allow the Business Analysis Team to meet their growing demand and better serve the Department.

Professional Standards and Principled Policing Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Business Analysis Team				8	12	+4
Project Manager				1	1	0
Senior Admin Analyst				7	10	+3
IS Engineer				0	1	+1

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.

Fiscal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Fiscal Division - Admin				1	3	+2
Accounting Unit				7	8	+1
Grants Unit				3	3	0
Contracts Unit				1	1	0
DIVISION TOTAL	0	0	0	12	15	+3

Fiscal Division – Administration

Currently, the Fiscal Division is understaffed due to several vacancies which has limited its operating efficiencies. A Grant Analyst position is currently vacant and the Budget Manager position has been vacant since December 2022. 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				1	3	+2
Chief Financial Officer				1	1	0
Budget Manager				0	1	+1
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.

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, previous functionality that enabled employee reimbursements to be processed via batch processing is no longer possible and this has lengthened the amount of time required to process each document and the work required to perform the task. Changes in accounting and procurement policies has also added additional administrative time to process requisitions and purchase orders. New workloads from activities associated with Chase Center events and other projects such as the Mission Bay Transportation Improvement Fund have increased the need for additional accounting support. Staff has spent much more of their time on new workflows to ensure continued department operations are supported, but this has caused disruptions in other workloads.

Fiscal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Accounting Unit				7	8	+1
Accounting Manager				1	1	0
Accounting Supervisor				2	2	0
Accountant				1	2	+1
Senior Account Clerk				3	3	0

Grants Unit

The Grants Unit is comprised of a Grant Manager and 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. One of the Grant Analyst recently vacated a position and the Project Team recommends filling the position so the unit can fulfill all of its responsibilities.

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

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.

The Office of Contract Administrations recently implemented changes to the City's procurement process which has added a number of administrative requirements. The added tasks and increased processing times have made it challenging for all departments to complete contracts in a timely manner; however, current staffing is appropriate for this unit. As the Contract Manager provides unique services to the Department and 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. 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, which includes introducing and implementing new systems for records management and business intelligence. This will bring additional functionality for SFPD officers and become compliant with the FBI's National Incident-Based Reporting System (NIBRS).

NIBRS, which became the national standard for law enforcement crime data reporting in the US as of January 2021, represents both a significant shift and improvement in how reported crime is measured and estimated by the federal government.

SFPD is also currently working with the Department of Emergency Management (DEM) on a Computer Aided Dispatch (CAD) system which would 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 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
Management & Admin Unit	0	0	0	6	7	+1
IT Infrastructure & Operations Unit	0	0	0	12	15	+3
IT Portfolio Solutions Unit	0	0	0	10	19	+9
BI & Geospatial Technology Unit	0	0	0	10	15	+5
IT Technical Support & Services Unit	1	1	0	11	22	+11
DIVISION TOTAL	1	1	0	49	78	+29

*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.

Management and Administration Unit

The Management and Administration Unit provides the division with leadership, strategic management and planning, budget and procurement support, and daily administrative oversight. The Deputy Director III serves as the Chief Information Officer (CIO) and two Manager V positions serve as Deputy CIOs over the four IS Project Directors. Three business analysts provide technology procurement support and budget management, time and leave management and analysis, and an Agency CLETS Coordinator to ensure compliance with Criminal Justice Information Systems (CJIS) policies and procedures. The secretary position provides executive assistance and administrative support to the CIO and deputy CIOs.

Technology Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Management & Admin Unit				6	7	+1
Chief Information Officer				1	1	0
Manager				1	2	+1
Pr. IS Business Analyst				1	1	0
Senior IS Business Analyst				1	1	0
IS Business Analyst				1	1	0
Secretary				1	1	0

IT Portfolio Solutions Unit

IT Portfolio Solutions manages Information Systems (IS) projects as well as applications related to the Web, HRMS and no code/low code solutions. The unit is run by a Project Director and is currently supported by 6 Project Managers (IS Business Analyst-Principal), one Programmer Analyst-Senior, and two Programmer Analysts.

Thus, IT Portfolio Solutions Unit has the responsibility for two distinct, but related areas:

- Projects
- Applications

Projects

Projects within IT Portfolio Solutions are structured to consist of Project Managers (IS Business Analyst-Principal) and Business Analysts (IS Business Analyst-Senior), the latter of which none are currently staffed.

Project Managers perform project management responsibilities of scoping out Department projects, gathering business requirements, project scheduling, executing schedules and plans with both internal and external parties, monitoring the implementation, and Go-Live – including post Go-Live stabilization. Major multi-year projects in Technology include:

- Implement a vendor RMS (Records Management System) that meets the new FBI reporting standard NIBRS (National Incident-Based Reporting System) to replace CDW (Crime Data Warehouse) which is based on an old reporting standard that the FBI will not accept.
- HRMS upgrade and migration to a sustainable infrastructure platform.
- City's Computer Aided Dispatch (CAD) replacement project with DEM.
- Fleet vehicle technology modernization project.
- Transition from A-number to DSW number with the City's Identity Access Management.
- Benchmark Analytics.
- Transition to new Department facilities/locations.
- Transition of the Department's call manager to the City-wide call manager.
- Infrastructure and foundational improvement.

Projects has no capacity to absorb additional short-term projects without impacting multi-year projects, least to say insufficient back-up coverage for existing staff when they take time-off. Additionally, there is an immediate and critical need for Business Analysts (IS Business Analyst-Senior) to conduct business and workflow AS-IS and TO-BE analyses for current and future projects.

In summary for Projects, IT Portfolio Solutions recommends the addition of one Project Manager and three Business Analysts.

Applications

Applications within IT Portfolio Solutions is structured to consist of Programmer Analysts (IS Programmer Analyst-Principal, IS Programmer Analyst-Senior, Programmer Analyst) to cover Web Accessibility, NIBRS RMS, HRMS, and no code/low code solutions.

Using programming languages and configuration tools, Programmers perform the responsibilities of analyzing, designing, proof of concepts for stakeholders, developing, testing, and Go-Live – including post Go-Live stabilization and any troubleshooting during the life of the solution. In addition to programming for new solutions, programmers must be able to respond to all support requests of existing solutions. It also includes reviewing and improving current solutions, such as Web design simplification for an improved user experience.

No code/low code solutions use a model of rapid deployment when compared to formal projects. It is an important complement to Projects given its ability to implement solutions relatively quickly for the Department.

Current staffing does not even meet minimum coverage standards. There is no Portfolio Solutions back-up for Web, HRMS, and no code/low code solutions. Each of these three areas has only one Programmer who is specialized only in their area of responsibility.

In summary for Applications, IT Portfolio Solutions recommends the addition of two Programmers for Web and three Programmers for NIBRS RMS who would also be backup for other Programmer areas of responsibility.

Technology Division						
	<i>SWORN</i>			<i>CIVILIAN</i>		
	Current	Recommended	Need	Current	Recommended	Need
IT Portfolio Solutions Unit				10	19	+9
IS Project Director				1	1	0
IS Business Analyst-Principal				6	7	+1
IS Programmer Analyst – Sr.				3	8	+5
IS Business Analyst – Sr.				0	3	+3

IT Infrastructure and Operations Unit

The Infrastructure and Operations Unit provides technical support and maintenance for all Networks, Systems, Storage, Security, and access controls used in Department applications and systems. The unit is led by an IS Project Director and administered by 11 IS Engineers. One of the unit's IS Engineer serves as the Department's Information Security Manager (DISO), while another supports the Department's Infrastructure. The remaining engineers are dedicated to supporting the different critical systems.

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

- NIBRS-RMS infrastructure setup and Network transport connectivity to AWS Cloud.
- Replacing and providing maintenance for aging infrastructure (e.g., replacing the video wall system at DOC)
- AD integration to Oracle IAM with SSO login for all the applications.
- Network upgrade to 10G with dual ring in all the core sites and district stations.
- HRMS application migration to OCI Cloud
- CELTS Migration from HOJ to PHQ and increase the bandwidth connectivity using ASE circuits.
- Increasing storage capacity and improving network performance
- Improve Infrastructure monitoring and Alerting.
- Call Manager and VOIP migration
- Setup AWS Cloud Infrastructure and migrate workloads from on-premises.
- Protecting the Department's network against the increasing number of cybersecurity threats.
- Compliance with the increasing number State and Federal regulations regarding criminal justice information

Due to the complexity of the 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 solely 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, 248 servers along with 2 Enterprise File storage arrays and Data Protection appliance replicated across two sites. 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. Doing so will also offer immediate relief whenever the current incumbent is out of the office or 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 recommended 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.

Technology Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
IT Infrastructure & Operations Unit				12	15	+3
IS Project Director				1	1	0
IS Security Manager				0	1	+1
IS Engineer – Principal				5	5	0
IS Engineer – Senior				5	7	+2
IS Engineer – Journey				1	1	0

Business Intelligence (BI) and Geospatial Technology Unit

The BI and Geospatial Technology Unit reports directly to the Deputy Chief Information Officer and is managed by the IS Project Director. The team consists of four IS Business Analysts and five IS Programmer Analysts who are responsible for synthesizing all 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. This also includes centralizing GIS reporting for the department.

Over the last 18 months, the BI and Geospatial Technology Unit provided technological support for many Collaborative Reform Initiatives (CRI) Recommendations. Through collaboration with the CRI Team, various data models and dashboards were created related to stop data, and officer conduct and performance. These high-priority projects have been extremely time consuming, and the unit requires additional support to take on new initiatives and maintain other unit responsibilities.

The BI and Geospatial Technology Unit has 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 two programmers 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, the need for supporting these programming roles increases. Based on these needs, the Project Team recommends hiring four additional Programmers and one IS Engineer 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
BI & Geospatial Technology				10	15	+5
IS Project Director				1	1	0
IS Engineer				0	1	+1
IS Business Analyst				4	4	0
IS Programmer Analyst				5	9	+4

IT Technical Support and Services Unit

The Technical Support and Services Unit manages the 24-hour help desk and provides regular ongoing technical support for the entire department. The unit is managed by the IS Project Director and is currently comprised of 9 IT Operations Support Administrators (engineers), one IS Business Analyst, and one Officer.

Technical services include:

- Body worn camera deployment and support
- District station and field support
- Mobile device management
- Training for law enforcement applications
- Supporting Department-wide telecommunications
- E-Citations Support
- Testing applications coming out of build
- Script writing
- Monthly Security patches
- PC Desktop, Laptop, Tablet, Copier-Printer-Scanner, Mobile and Desk phone support
- Applications support – User access, p/w reset

Due to the lack of sufficient staffing and increasing demand from the Department, the unit must rely on four contractors who operate on a full-time basis responding to field work, service requests, and providing front counter support along with BWC devices technical 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're in the field. New applications are constantly being developed and added to mobile devices, which is proving to be a great benefit for SFPD members. However, the addition of each application increases the scope of services to support and requests to manage thereby putting additional burden on already resource constraint Technical Support and Services Unit.

Since the Covid-19 pandemic, drastic changes within the Department's work environment have been introduced where members are also working remotely. Supporting this hybrid work environment has required the Department to adopt new technology and systems which has put significant additional demand on the unit. The number of laptops distributed increased exponentially; 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, etc.) 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 exponentially. 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 the various initiatives.

The positions within the Technical Support and Services Unit are considered as 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 eleven additional full-time IT Operations Support Administrators (engineers). This would establish a core group of Engineers who could 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.

New positions recommended:

1093, Permanent – 4 (Body Worn Camera Support Administrators)

BWC devices are an integral part of law enforcement activities and of huge importance for SFPD so much so that there is a dedicated BWC unit that works non-stop managing the entire eco system including interpreting laws and policies that change dramatically and ensuring their proper implementation, adherence, and monitoring.

These four BWC support staff will maintain and provide Tier I and Tier II support for the BWC cameras ecosystem implemented at SFPD.

This includes support for BWC cameras, docking stations, desktop applications and portals, mobile applications such as Axon View and Axon Sync.

Since BWC touches many key components of support and across multiple platforms such as Active Directory, Smart Phone interface, VPN Connectivity, Mobile Application tagging, CAD attribute mapping, SSO (Single Sign-On through ADFS), we require specialized support staff which is well trained in BWC eco system.

As SFPD faces a host of complex challenges with the BWC functionality, these four BWC support staff positions will help officers in training, Bluetooth pairing, BWC dock management and maintenance and integration of other smart devices with body worn cameras (BWCs) in ensuring its proper functioning around the clock.

Body Worn Cameras also present significant data management challenges like data storage, maintaining end to end encryption security for thousands of videos uploaded monthly. These four support staff members will constantly monitor to help ensure the devices are performing as expected and videos offloaded on a timely basis as per department policies.

Having to support a host of issues to keep the department in compliance with the state and federal laws and department policies, puts a significant burden on technical support team and these four BWC

support positions will be the backbone support in untangling the complicated knot of issues around body worn cameras.

1093, Permanent – 3 (RMS Support Analysts) - NIBRS

These three analysts will provide critical and applicable interface configurations mapping and support to the 20 various NIBRS modules.

1094, Permanent – 2 (Principal Technical Leads) - NIBRS

There are 20 modules that a user would use and interact within the new NIBRS system and having minimum two leads (Application subject matter experts) is a basic requirement to adequately support an enterprise-wide application of this scale.

1095, Permanent – 2 (IT Technical Support Manager) - NIBRS

The two IT Applications Support Managers will help manage our new critical enterprise-wide systems/ applications such as NIBRS and BWC while serving as technical lead supervisory authority for NIBRS/ BWC's support activities. They will also help upskill the current support staff to better position them for supporting latest technologies and migrating the department to a newer Virtual Desktop Infrastructure (VDI) technology that completely transforms end-user computing (EUC), making it secure and more easily accessible.

Technology Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
IT Technical Support & Services Unit	1	1	0	11	22	+11
IS Project Director				1	1	0
IT Technical Support Manager				1	2	+1
IT Ops. Support Admin. IV				4	7	+3
IT Ops. Support Admin. III				4	11	+7
IT Ops. Support Admin. II				1	1	0
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 Current column in the table above. These positions are reflected in the Need column as they are not presently civil service employees.

Office of Chief of Staff

Overview

The Office of Chief of Staff reports directly to the Chief's Office and consists of six units: Strategic Communications, Policy and Public Affairs Office, Labor Relations Unit, Risk Management Office, the Police Commission Office, and Policy Development Division.

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: the 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.

The Policy Development Division is responsible for the Department's policy development process of general orders and policies. These tasks include providing the Department with a suite of policy development services, including researching and drafting policy updates, collaborating with the other units to ensure policy revisions are clear, cohesive, and practical.

Recommended Staffing

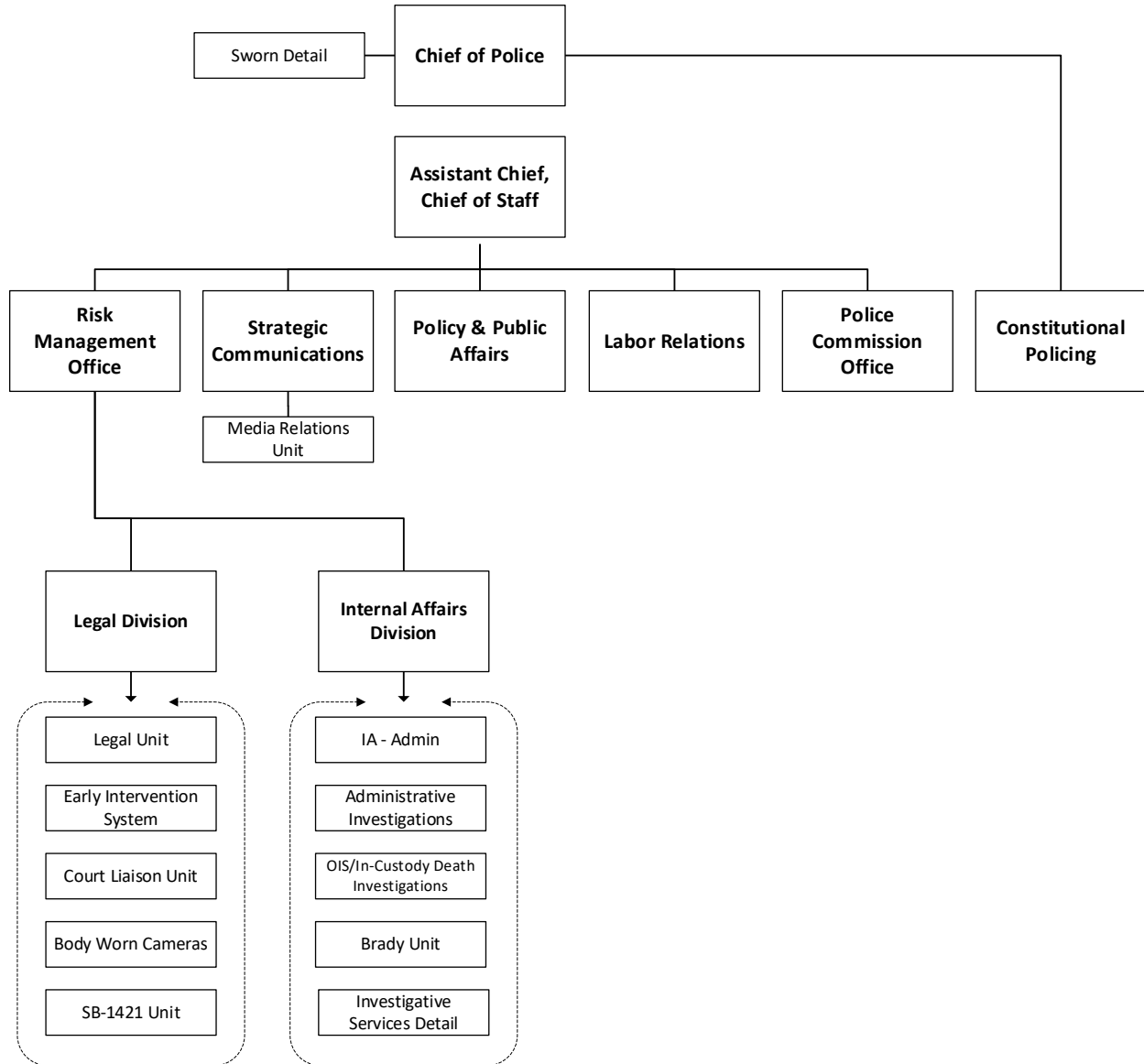
The following table provides a staffing overview for the various Divisions within the Office of Chief of Staff. Collectively, the staffing levels for sworn members appear to be appropriate for the current workload amongst the Divisions. However, there is a significant need for civilian staffing to increase 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						
	<i>SWORN</i>			<i>CIVILIAN</i>		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
Strategic Communications	4	5	+1	5	6	+1
Policy and Public Affairs	0	0	0	6	7	+1
Labor Relations Office	0	0	0	2	3	+1
Risk Management - Admin	2	2	0	1	1	0
RMO - Legal	10	13	+3	26	50	+24
RMO - Internal Affairs	18	15	-3	8	7	-1
Policy Development	2	6	+4	2	9	+7
Commission Office	2	2	0	1	2	+1
BUREAU TOTAL	39	44	+5	52	86	+34

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
- Four 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 civilian Public Information Officer responds to media and external inquiries on a regular basis and coordinates public messaging on behalf of the Department as well as provides administrative

support for the office. One Social Media Manager works on messaging for the Department as well as maintains certain aspects of the Department website

- One fulltime Videographer supports the entire Department
- One Clerk provides administrative support to the unit

Strategic Communications - Media Relations Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Media Relations Unit	4	5	+1	5	6	+1
Director				1	1	0
Sergeant/PIO	1	1	0			
Officer/PIO	3	4	+1			
PR Assistant				1	1	0
Media Production Technician				1	2	+1
Management Assistant				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 all 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, being the Department’s liaison to the Mayor’s Office and 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. The unit has established a Community Initiatives & Policy team dedicated to administering the Violence Reduction Initiative (VRI) grant program through 2025.

Policy and Public Affairs Office						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Policy and Public Affairs				6	7	+1
Director				1	1	0
Manager				1	1	0
Principal Admin Analyst				1	2	+1
Senior Admin Analyst				3	3	0

The primary function of the Policy and Public Affairs Office is acting as a liaison with the legislative bodies of the City & County of San Francisco and articulating the Department’s position on legislations, mandates, and forthcoming policies. 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 and impacts. 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. The same is true for items considered by the Police Commission. Additionally, the Policy and Public Affairs Office provides strategic support during the Department’s budget submission, including advocacy, preparation, deliberation, and execution of the Department’s budget positions for BOS and Police Commission hearings.

The Community Initiatives & Policy team provides critical VRI grant support and is funded by the Board of State and Community Corrections (BSCC) grant. The civilian team consists of one Manager and three Analysts. Responsibilities include providing on-site technical assistance to the grant partners, tracking program metrics, creating program systems, and providing quarterly and as-needed reporting for the BSCC and Department. The team takes an engaging and collaborative role with community-based and regional partners as well as other City agencies to administer the grant program, including participating in public-facing events. In 2022, the Community Initiatives & Policy team facilitated 50 coordination meetings with grant partners. At the end of Fiscal Year 2023, the team conducted 268 direct communications, enrolled 39 participants, and outreached to 89 unique candidates for supportive services.

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 provides administrative support to the Chief's office and provides consultation to Command Staff prior to any BOS or Police Commission hearings. The unit reviews all shared information and prepares all presentations to ensure that messaging aligns with the Chief's vision and Department priorities. 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 has continued to have a great impact on 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. In 2021, the Labor Relations Office conducted 11 meet and confers.

In addition to meeting with unions on department general orders, the Labor Relations Office is required to meet with unions to discuss departmental policies that fall within the scope of representation. This includes policies involving new assignments, uniforms, administrative appeals, mandatory overtime, and compensatory time off.

The Labor Relations Office also participated in the bargaining of the Memorandum of Understandings that impacted the development. In the last year, the office has also been working with the Mayor’s Office to utilize Police Services Aide in the department in alignment with their counterparts in other agencies throughout the Bay Area to relieve sworn officers from administrative duties due to staffing shortages. These internal meetings are ongoing, and the Labor Relations Office will need to continue to work with the Department of Human Resources and the unions to discuss the change in working conditions.

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	1	1	0
Commander	1	1	0			
Captain	1	1	0			
Secretary				1	1	0
Legal Division	10	13	+3	26	50	+24
Legal Unit	3	3	0	5	7	+2
EIS Unit	1	2	+1	2	2	0
Court Liaison Unit	2	3	+1	4	9	+5
Body Camera Unit	3	4	+1	8	19	+11
SB-1421/SB-16 Unit	1	1	0	7	13	+6
Internal Affairs (IA) Division	18	15	-3	8	7	-1
Administrative Investigations	11	5	-6	6	5	-1
OIS/In-Custody Deaths	0	2	+2	0	0	0
Brady Unit	0	0	0	2	2	0
EEO Office	1	1	0	0	0	0
Investigative Services Detail	6	7	+1	0	0	0
RISK MANAGEMENT TOTAL	30	30	0	35	58	+23

Current Trends

Senate Bill (SB) 1421 and SB 16 has increased workload significantly for all Risk Management Divisions. SB 1421, effective January 1, 2019, amended 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.

Senate Bill (SB) 16, approved by the Governor of California on September 30, 2021, SB-16 expands 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.

Staffing levels have not been adjusted to meet the demand of additional work created through DOJ recommendations and other PRA 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.

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	2	+1	2	2	0
Court Liaison Unit	2	3	+1	4	9	+5
Body Camera Unit	3	4	+1	8	19	+11
SB-1421/SB-16 Unit	1	1	0	7	13	+6
DIVISION TOTAL	10	13	+3	26	50	+24

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 and SB-16. 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 2021, the Legal Unit received 1,026 PRA requests and that number increased by 41% in 2022. The Project Team recommends that the Legal Unit have four Legal Assistants and one Management Assistant to support 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	0			
Sergeant	1	1	0			
Officer	1	1	0			
Management Assistant				0	1	+1
Legal Assistant				5	4	-1
Senior Clerk				0	1	+1
Senior Legal Clerk				0	1	+1

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 2022, there were 2,119 alerts generated by the EIS. There was a large influx of EIS alerts from April to December 2022 during which Department General Order 5.01 was changed to include drawing and exhibiting a firearm as a reportable use of force. 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 Senior Administrative Analysts 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	2	+1	2	2	0
Sergeant	1	2	+1			
Senior Admin Analyst				2	1	-1
Principal Admin Analyst				0	1	+1

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 years 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	2	3	+1	4	9	+5
Sergeant	1	1	0			
Officer	1	2	+1			
Attorney				1	1	0
Legal Assistant				1	1	0
Senior Legal Clerk				1	1	0
Senior Clerk				1	6	+5

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/SB-16 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/SB-16 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 2022, the unit allocated a significant amount of overtime and was able to respond to 519 requests and produce 200,118 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 28,350 hours spent on audio/video redaction⁵. 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 retain and document more body worn camera footage than previously required. This is due to SB-1421, SB-16, and other mandates.

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. Additional work has been generated from the passing of SB-16.

Risk Management Office - Legal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Body Camera Unit	3	4	+1	8	19	+11
Lieutenant	1	1	0			
Sergeant	2	1	-1			
Officer	0	2	+2			
Legal Assistant				8	19	+11

⁵ This calculation is $(200,118 \times 8.5)/60$.

Senate Bill (SB) 1421 and SB-16 Unit

The SB-1421/SB-16 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 and SB-16. 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/SB-16 Unit 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.

SB-16 expanded the categories of disclosure previously defined by SB-1421 under the California Public Records Act. First it expanded 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. The passing of SB-16 has led to the potential production of 18,000 backdated/historical cases (does not include paper files) and an additional 1,000+ new cases per year.

Responding to SB-1421 and SB-16 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. 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 2021, the SB-1421/SB-16 Unit received 92 PRA requests, which resulted in 1,622 releases/responses and more than 10,770 pages

released. In 2022, the unit received 31 PRA requests, which resulted in 3,240 releases/responses and more than 17,790 pages released.

Eleven civilian positions were funded to provide support to the SB-1421/SB-16 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 have been expanded with the passing of SB-16. The unit holds funding for those positions and has resumed the hiring process to fill the vacant positions.

Using established workload-based methodologies, the Project Team recommends the addition of five Legal Assistants and one Legal Clerk to support the SB-1421/SB-16 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 has increased drastically due to the additional work that has been generated from the passing of SB-16. Moving forward and for future analysis, the unit's workload should be monitored closely to better measure/assess the impact of Senate Bill 16.

Risk Management Office - Legal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
SB-1421/SB-16 Unit	1	1	0	7	13	+6
Sergeant	1	1	0			
Attorney				1	1	0
Legal Assistant				6	10	+4
Senior Legal Clerk				0	2	+2

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	11	5	-6	6	5	-1
Lieutenant	1	1	0			
Sergeant	10	4	-6			
Attorney				3	2	-1
Principal Admin. Analyst				1	1	0
Senior Clerk				2	1	-1
Senior Legal Clerk				0	1	+1

Risk Management Office - Internal Affairs Division					
OIS/In-Custody Deaths	0	2	+2		
Sergeant	0	2	+2		
Brady Unit				2	2
Attorney				1	1
Senior Legal Clerk				1	1
EEO Office	1	1	0		
Sergeant/Inspector	1	1	0		
Investigative Services Detail	6	7	+1		
Lieutenant	1	1	0		
Sergeant/Investigator	5	5	0		
Officer	0	1	+1		
DIVISION TOTAL	18	15	-3	8	7
					-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 2021, there were 170 administrative investigations completed by IA. In 2022, there were 171 administrative investigations. There were also Covid-19 pandemic-related cases that affected the workload of the IA Administrative Unit. During the pandemic, the City required that employees obtain the Covid-19 vaccine and report the vaccination status to the City. The IA Administrative Unit was tasked with significantly more workload due to the Covid-19 mandate where they investigated 200 Covid-19 cases in 2021 and 32 cases in 2022. 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 2021, the IA Division completed 160 Chief’s Level (minor) Investigations and 12 Commission Level (major) Investigations. In 2022, the number of Chief’s Level Investigations increased to 282 and Commission Level Investigations remained at 12. 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.

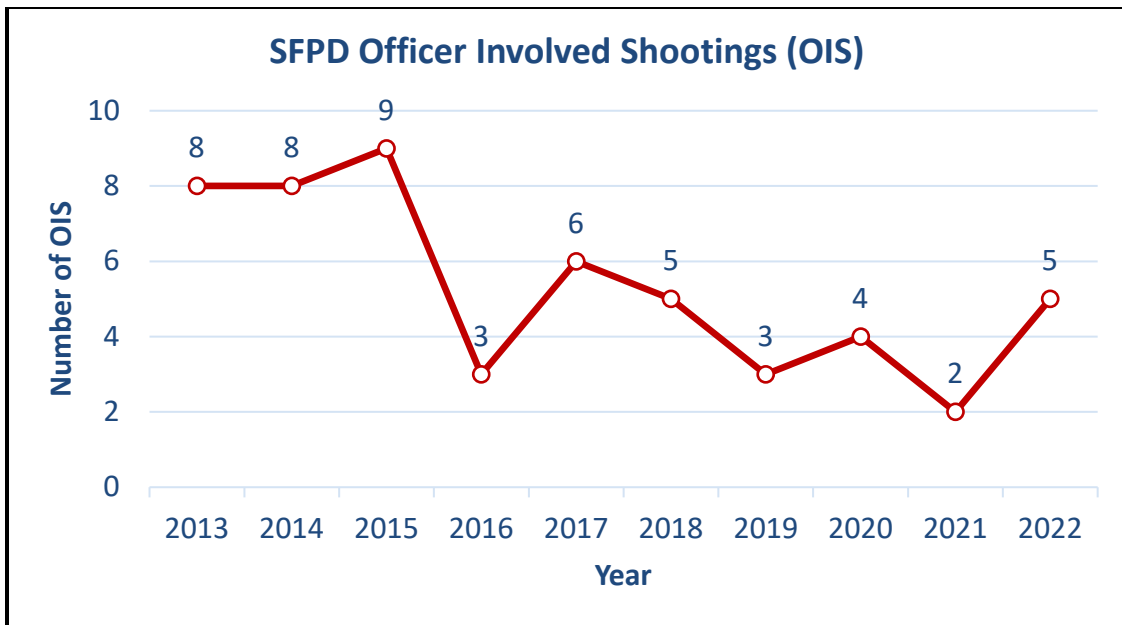
Risk Management Office - Internal Affairs Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administrative Investigations	11	5	-6	6	5	-1
Lieutenant	1	1	0			
Sergeant	10	4	-6			
Attorney				3	2	-1
Principal Admin. Analyst				1	1	0
Senior Clerk				2	1	-1
Senior Legal Clerk				0	1	+1

Special Covered Incidents Unit

Previously, the Internal Affairs Division assigned Sergeant Investigators directly to investigate and review special covered incidents such as officer-involved shootings (OIS), in-custody deaths, and use of force

cases with great bodily injury. However, due to staffing resources and shortages, there are no Sergeants dedicated to this team and the workload is shared amongst the Sergeants assigned to general administrative investigators. Their work investigating these incidents entail reviewing all documents and investigative materials 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 are used to determine whether the use of force falls within policy and training. Unlike general 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. Since 2013, officer-involved shootings have decreased by 50%. This workload-based approach uses 2022 data, during which five OIS incidents occurred, each incident requiring approximately 800 hours of investigative time. There are currently no Investigators assigned to the Special Covered Incidents Unit. However, this methodology shows that only two Investigators are required given the number of cases and the time per case.



Risk Management Office - Internal Affairs Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
OIS/In-Custody Deaths	0	2	+2			
Sergeant	0	2	+2			

Brady Unit

The Brady Unit is comprised of one Attorney and two Legal Assistants. 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. The unit responded to 48 requests for Brady material in 2021 and 55 requests in 2022.

The Brady Unit has taken on additional responsibilities pertaining to State Bill (SB) 2 compliance. The stated intent for SB 2 is to increase accountability for misconduct by peace officers. SB 2 requires law enforcement agencies to employ as peace officers only those individuals who hold a current and valid Basic certificate from the Commission on Peace Officer Standards and Training (POST), except for provisional employment for up to 24 months of individuals awaiting certification. It also requires POST to revoke certification when an individual has become ineligible to hold office as a peace officer under Government Code section 1029, or when an individual has been terminated for cause for, or otherwise engaged in, "serious misconduct". Beginning on January 1, 2023, SB 2 will require all agencies that employ peace officers to begin submitting reports to POST any time one of the following occurs:

- The agency employs, appoints, terminates, or separates from employment any peace officer, including involuntary terminations, resignations, and retirements.
- A complaint, charge, or allegation of conduct is made against a peace officer employed by the agency that could result in decertification.
- A civilian oversight entity or review board, civilian police commission, police chief, or civilian inspector general makes a finding or recommendation that a peace officer employed by the agency engaged in conduct that could result in decertification.
- The final disposition of an investigation determines that a peace officer engaged in conduct that could result in decertification, regardless of the discipline imposed (if any).
- A civil judgment or court finding is made against a peace officer based on conduct that could result in decertification, or a settlement is reached in civil case against a peace officer or the employing agency based on allegations of officer conduct that could result in decertification.

Although the reporting requirement does not begin until January 2023, it does apply to events that occurred before January 2023. SB 2 specifically requires agencies to report any instance of a listed event that took place between January 1, 2020, and January 1, 2023.

The Brady Unit has been tasked with all SB 2 compliance as it relates to reporting responsive misconduct allegations and cases to POST. Workload includes identifying cases, preparing and providing investigative material (1-5 hours per investigation depending on the amount of investigative material), BWC review and redactions, and completing related tasks assigned by POST. To date, 146 allegations and cases have been reported to POST. Prior to being assigned additional SB 2 work, the Brady Unit already had a full-time assignment in identifying Brady material and litigating Brady motions. Since being assigned SB 2 compliance, the Brady Unit has been provided with one additional Legal Assistant.

Due to extensive variation in the workload involved in handling a Brady request and SB 2 compliance, 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 Legal Assistant 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
Legal Assistant				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 60 cases in 2021 and was able to close 24. In 2022, the EEO Office handled 76 cases and closed 29 cases. 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 and one Officer since April 2023. A workload-based methodology is used in determining the staffing levels for both Investigators and Officers. In 2022, the unit conducted 36 criminal investigations, each requiring approximately 300 hours of investigative time from the Sergeant Investigators and approximately 50 hours of administrative support that is currently spread amongst the four Sergeants. Since there is no Officer or clerical support at this time, the Sergeants are tasked with fulfilling additional support work, including filing records and case files, payroll management, and supply ordering. Using this workload-based approach, the Project Team recommends an additional civilian position to be added.

Risk Management Office - Internal Affairs Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Investigative Services Detail	6	7	+1			
Lieutenant	1	1	0			
Sergeant/Investigator	5	5	0			
Officer	0	1	+1			

Policy Development Division

The Policy Development Division was established in May 2023 and task with providing the department with a suite of policy development services, including research and drafting policy updates, collaborating with the Academy Training Division, Operations Bureaus, Risk Management, Policy and Public Affairs and other units to ensure policy revisions are clear, cohesive, and practical. The Division ensures policy discussions and agreements between the Department, the Department of Police Accountability (DPA) and any other stakeholder are received, tracked, or responded to in a transparent and consistent way. The division is overseen by a Captain and a manager who reports directly to the Assistant Chief of the Chief of Staff. The division is comprised of three units: the Written Directives Unit (formerly under the Professional Standards and Principled Policing Unit in the Strategic Management Bureau), the Policy and Community Working Group Management Unit, and the Policy Development Unit.

Policy Development Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Policy Development						
Administration	1	1	0	1	1	0
Written Directives	1	3	+2	1	4	+3
Community Working Groups	0	1	+1	0	2	+2
Policy Development Unit	0	1	+1	0	2	+2
DIVISION TOTAL	2	6	+4	2	9	+7

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.

Policy Development Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Written Directives Unit	1	3	+2	1	4	+3
Sergeant	1	1	0			
Officer	0	2	+2			
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.

Policy and Community Working Group Management Unit

The Policy and Community Working Group Management Unit convenes as part of the Department General Order (DGO) review process to gain a balance perspective from internal and external stakeholders before updating Department policies. Upon input from DPA and the Chief of Police, the unit establishes working group protocols, applicable codes of conduct, and provides guidance on selecting working group participants.

The unit was established in July 2022 under the revised DGO 3.01 for Department Written Directives. At this time, there is insufficient data to compute a proper workload-based staffing methodology and the positions in this unit will be considered non-scalable for this report.

Policy Development Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Policy Working Groups	0	1	+1	0	2	+2
Principal Admin. Analyst				0	1	+1
Officer	0	1	+1			
Management Assistant				0	1	+1

Policy Development Unit

The Policy Development Unit is responsible for rev, in accordance with a tiered system. General Orders will be designated as follows:

- “Tier 1” are high priority and shall be reviewed annually and updated as necessary.
- “Tier 2” are medium priority and shall be reviewed every three years and updated as necessary.
- “Tier 3” are lowest priority and shall be reviewed every five years and updated as necessary.

In the General Order development process, the Chief of Police notifies the unit of a new DGO or a DGO amendment. The unit will assign an SME and determine the development timeline, typically not to exceed ninety (90) business days. The SME and the unit will work various stakeholders to initiate the drafting of the DGO or amendment by incorporating existing Department Bulletins/Notices, local, state, or federal law changes, community needs, accepted DPA recommendations, and Department identified policy goals, as appropriate and through research of other law enforcement agency best practices. Upon completing the draft DGO, the unit will work with DPA and/or the Police Commission to incorporate policy recommendations into the revision, as needed. Prior to submitting the draft policy for concurrence, the draft policy will be posted on the Department’s website to provide members of the public and Department members thirty (30) business days to submit recommendations. The unit is responsible for capturing and consolidating all substantive edits in the concurrence process before the final draft DGO is submitted to the Police Commission for approval.

Policy Development Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Policy Development Unit	0	1	+1	0	2	+2
Principal Admin. Analyst				0	1	+1
Officer	0	1	+1			
Management Assistant				0	1	+1

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 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 SB-16.

Police Commission Office						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Commission Office	2	2	0	1	2	+1
Sergeant	2	2	0			
Principal Admin Analyst				0	1	+1
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. The Chief's Office also includes a newly established Constitutional Policing Unit with one Director, one Sergeant, and one Professional Staff assigned to provide legal advice and strategic guidance on constitutional policing for the Department. 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.

Recommended Staffing

Chief's Office						
Division or Unit	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Chief's Office	3	3	0	2	2	0
Constitutional Policing	0	1	+1	1	2	+1
CHIEF'S OFFICE TOTAL	3	4	+1	3	4	+1

Chief's Office

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.

Chief's Office						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Chief's Office	3	3	0	2	2	0
Chief of Police	1	1	0			
Sergeant	1	1	0			
Officer	1	1	0			
Executive Assistant				1	1	0
Management Assistant				1	1	0

Constitutional Policing

The Constitutional Policing Unit provides policy advice to the Chief of Police and Department staff on strategies to support effective, constitutional policing through identifying areas of improvement, policy development, and facilitation of Department training and policing strategies. The unit is comprised of an attorney who serves as the Director of Constitutional Policing and is supported by a sergeant and professional staff.

Unit responsibilities include policy development and legal advice for topics such as First and Fourth Amendment, use of force, bias, and criminal procedure. The Director of Constitutional Policing will be responsible for strategic guidance such as reviewing and advising the Chief of Police on Internal Affairs investigations involving the First and Fourth Amendment, providing policy advice concerning the adjudication of Officer-Involved Shootings and other covered incidents, and facilitating the development of Department policies and procedures. The Director will also help draft/revise new and existing constitutional policing-related policies as needed (e.g., Department General Orders, Department Notices, Bureau and Unit Orders, Roll-Call Trainings). In 2022, there were 14 Department General Orders and 2 Bureau Orders that necessitated extensive guidance related to these constitutional policing topics.

One Sergeant will provide support to the Director of Constitutional Policing and work closely with Investigations and Field Operations Bureaus to identify areas where additional guidance and training is needed. The Sergeant will also design and implement internal trainings related to the Fourth Amendment and will conduct legal and policy research on projects as assigned. The Professional Staff will support the unit by providing high-level administrative support such as tracking project completion and deadlines and providing regular updates to Command Staff members and impacted stakeholders. The Professional Staff will also assist with internal and external correspondence, track criminal law related cases from state and federal courts, track new state and federal legislation that may impact the Department, and conduct legal and policy research on projects as assigned. Given the varying nature of the workload and the recency of its establishment, staffing for this unit is determined using the non-scaling methodology.

Chief's Office						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Constitutional Policing	0	1	+1	1	2	+1
Attorney				1	1	0
Sergeant	0	1	+1			
Management Assistant				0	1	+1

Discussion of Non-Police Response

Project Overview

The City and County of San Francisco has implemented 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.

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.

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.

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. Similarly in 2022, SFPD responded to approximately 50,125 total mental health-related calls for service (code 800-B, 801, 910). Available data indicates that SFPD still responds to a large number of mental health-related calls for service even after the implementation of SCRT. 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 2022 there were approximately 3,798 Priority C computer-aided dispatch (CAD) records with one of these codes listed as the final call type. In comparison, 2019 has approximately 48,224 CAD records of the same call type.

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.

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 less than 1% of mental health calls (codes 800 and 5150 in this analysis), with 24 CAD records. 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 2022 CAD records where the final call code is 910. There were 13,401 Priority A calls for service and 16,079 Priority B calls for service. For Priority C well-being checks, there were only 23 calls for service.

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 2022 are Priority C, at 360 calls. Combined there were 141 Priority A and B calls for service.

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 2022 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 encompass 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 of 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>	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. Suggested classification: 1842 Management Assistant	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>	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. Suggested classification: 1842 Management Assistant	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 to 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 previously used 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
<p>Department Operations Center (DOC), FOB</p>	<p>Civilianize unit <i>Medium/long-term</i></p>	<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>
<p>CIS, Administration Bureau</p>	<p>Civilianize various sub-units <i>Short-term</i></p>	<p>The Crime Information Services (CIS) includes various sub-units organized in the Records Management and Property Control. 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 identifying the appropriate job classification or creating a new one. 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 are 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 a 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, but also aides 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>
<u>0955 Deputy Director V</u>	Deputy Chief
<u>0954 Deputy Director IV</u>	Deputy Chief
<u>0953 Deputy Director III</u>	Commander
<u>0941 Manager VI</u>	Q-82 Captain
<u>0933 Manager V</u>	Q-82 Captain
<u>0932 Manager IV</u>	Q-81 Captain
<u>0931 Manager III</u>	Q-80 Captain
<u>0923 Manager II</u>	Q-60 thru Q-62/ Lieutenant through Lieutenant III
<u>0922 Manager I</u>	Q-60 thru Q-62/ Lieutenant through Lieutenant III
<u>1825 Principal Administrative Analyst II</u>	Q-52 Sergeant III
<u>1824 Principal Administrative Analyst</u>	Q-51 Sergeant II
<u>1823 Senior Administrative Analyst</u>	Q-50 Sergeant
<u>*1844 Senior Management Assistant</u>	Q-4 Police Officer III
<u>1842 Management Assistant</u>	Q-3 Police Officer II
<u>1454 Executive Secretary III</u>	Q-2 Police Officer or defer to PSA classifications
<u>1452 Executive Secretary II</u>	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

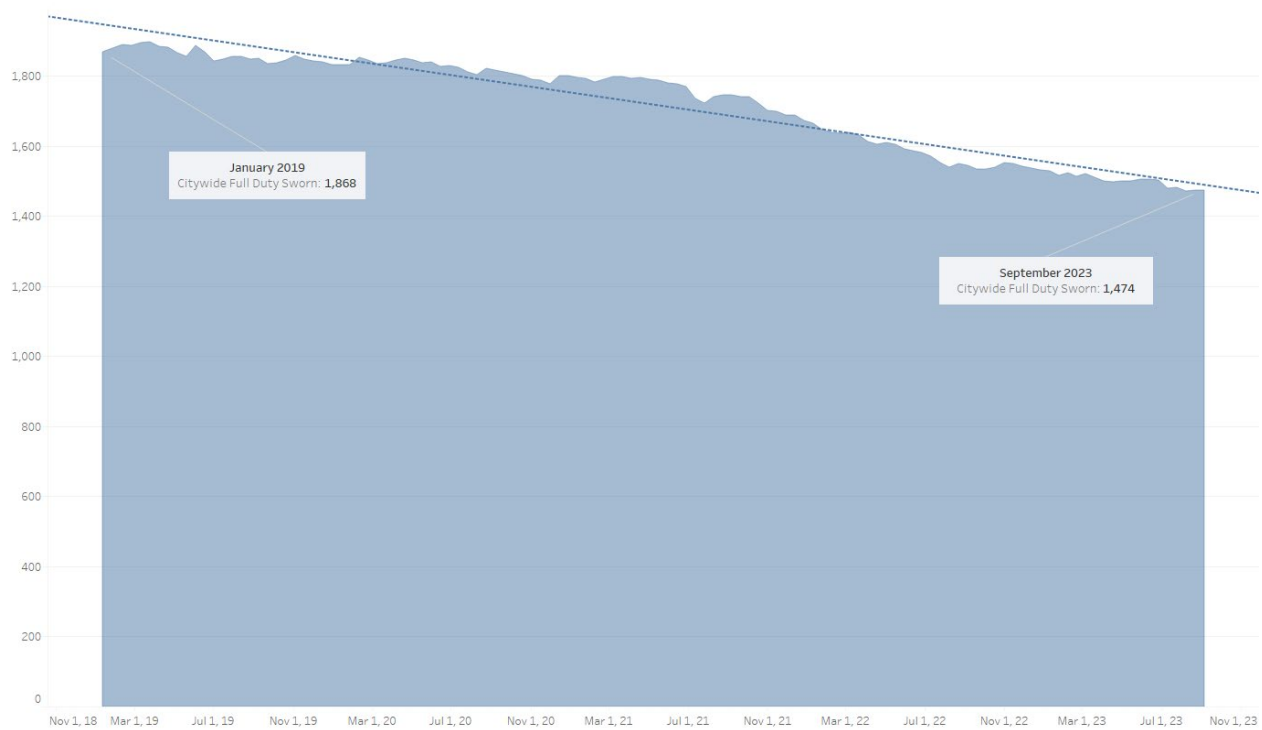
- SFPD staffing levels have been steadily declining over the past several years, and even more so in 2021 and 2022. From January 2019 to September 2023, the number of full duty sworn officers in San Francisco declined 21%, from 1,868 to 1,474. FY 2022 showed the highest number of separations since the end of the DROP program in FY 2012.
- Over the past five fiscal years FY 2019 – FY 2023, an average of 125 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 June 2023, the Department has 491 sworn members over age 50.
- 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 June 2023, there are 41 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, 125 Recruits entering the Academy does not eventually equate to 125 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 125 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 rather than holding an assignment at the Airport. As illustrated on the chart below, SFPD citywide full duty staffing has declined 21% over the roughly five-year period from January 2019 to September 2023, from 1,868 to 1,474.

Citywide Full Duty Sworn, January 2019 – September 2023

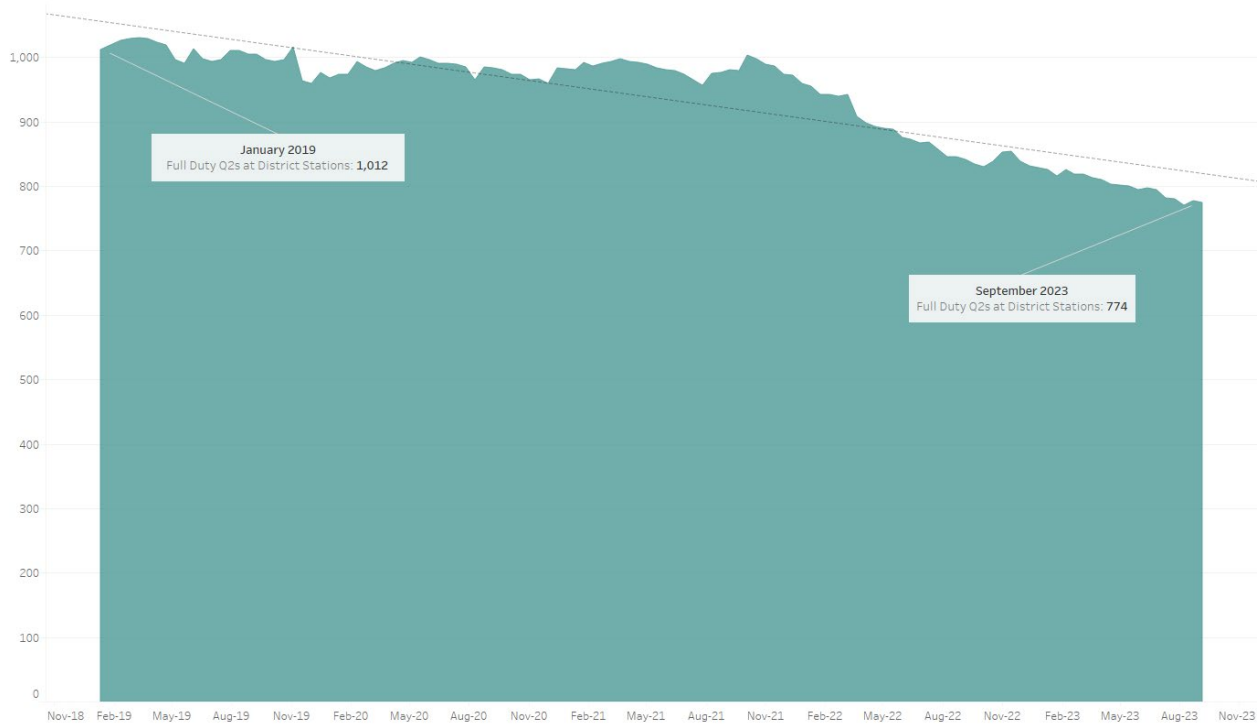


Declining District Station Staffing

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 five years.

The number of full duty sworn Police Officers at the District Stations has declined 23% over the roughly five-year period from January 2019 to September 2023, from 1,012 to 774. The number of full duty sworn Police Officers at the District Stations has declined slightly more (23%) than the number of citywide full duty sworn (20%) because there was a significant number of patrol level officers that separated from the Department due to the Covid-19 mandate and City policies. The Department continues to prioritize District Station staffing due to its paramount function of responding to community-generated calls for service, but challenges exist as other functions relating to investigations and special operations are also in need of staffing.

Full Duty Sworn Police Officers at District Stations, January 2019 – September 2023



Reasons Behind Declining Staffing Levels

Department Separations, FY 2005-06 to FY 2022-23

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).

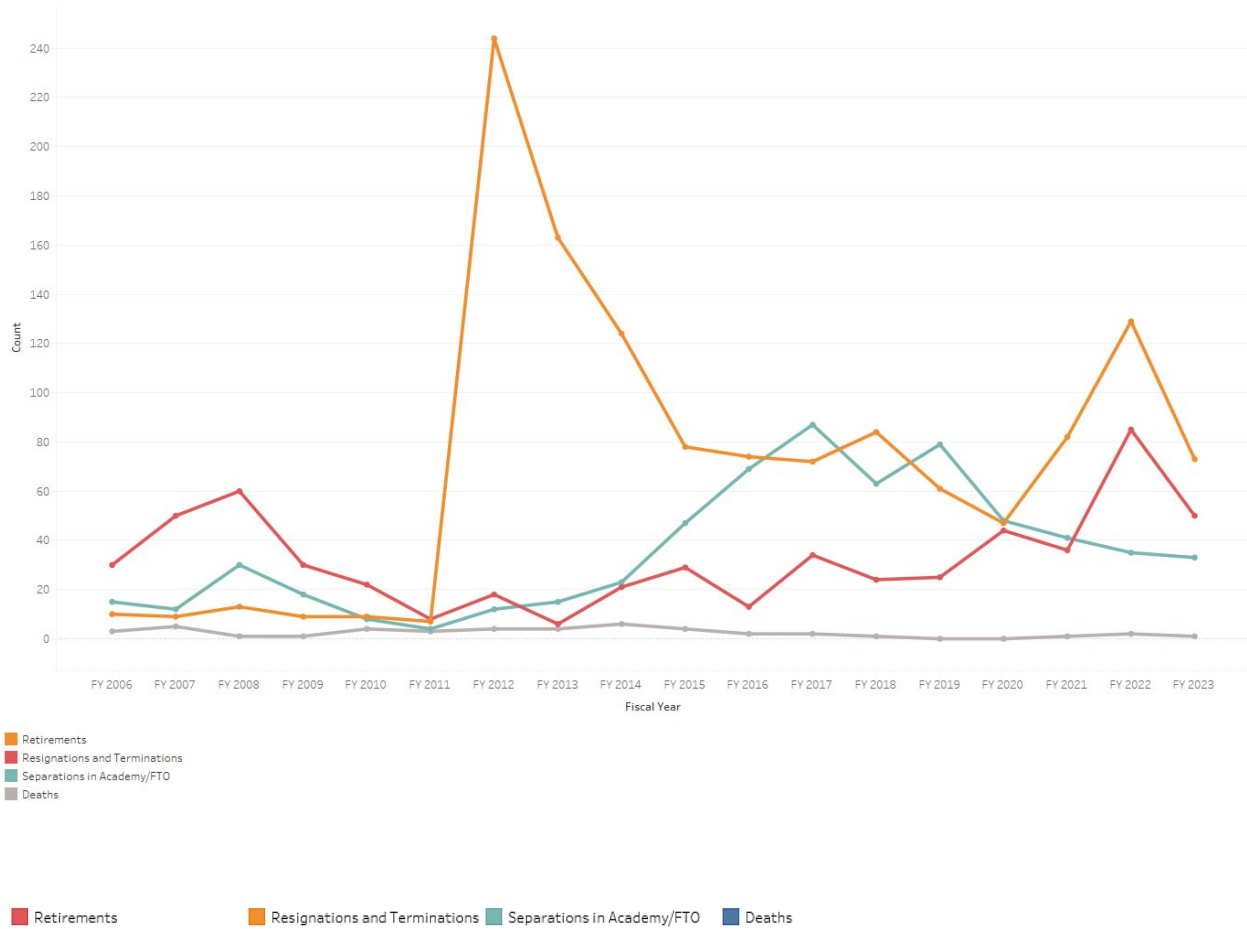
Separations: Sworn Members in Training

- **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.

SFPD Separations by Major Category, FY 2006 – FY 2023



For the purpose of this analysis, we explore separation trends in the four major categories over the past five fiscal years, FY 2019 to FY 2023.

Table: Separations by All Separation Categories, FY 2019 to FY 2023

	Grand Total	Retirements	Resignations and Terminations	Separations in Academy/FTO	Deaths
FY 2019	165	61	25	79	0
FY 2020	139	47	44	48	0
FY 2021	160	82	36	41	1
FY 2022	251	129	85	35	2
FY 2023	157	73	50	33	1
Grand Total	872	392	240	236	4

Retirements

Retirements typically hovered around 60-80, but there was a slight dip in FY 2020. However, FY 2022 shows the highest number of retirements over the past 10 years. **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 June 2023, 491 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 in FY 2021 up to 85. Officers separating due to the Covid-19 mandate was the primary driver of this increase. Many sworn members “lateraled” to other law enforcement agencies while others were terminated from their position based on City policies. SFPD analyzed lateral locations and found that most 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 has made efforts to attract members to work for SFPD and continues to monitor reasons for separations.** Retention is becoming a priority for the Department to retain its valuable talent and 2023 is showing a significant decrease in members resigning to “lateral” to other law enforcement agencies. There has also been an increase in members returning to SFPD who had resigned.

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 2023 compared to prior years. 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.**

Over the past five fiscal years, an average of 125 individuals per year have separated due to “non-training” separations – retirement, resignation, and termination. **Therefore, roughly 125 individuals must fully complete training (Academy and FTO) and enter the sworn workforce to backfill those members that separate.**

Trends in the Academy, 2016 – 2023

Over the seven-year period 2016 – 2023, the number of Recruits entering the Academy has trended downward, from 279 in 2016 to 44 in 2023. 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 – 2023

Year of Start Date	Academy Class	Count of Entering ACAD	Count of Entering FTO	Academy Graduation Rate
2016	251	52	42	80.8%
	252	51	43	84.3%
	253	47	39	83.0%
	254	25	18	72.0%
	255	50	35	70.0%
	256	54	34	63.0%
	Total	279	211	75.6%
2017	257	56	45	80.4%
	258	50	34	68.0%
	259	59	35	59.3%
	Total	165	114	69.1%
2018	260	51	27	52.9%
	261	55	36	65.5%
	263	50	31	62.0%
	264	41	19	46.3%
	Total	197	113	57.4%
2019	265	38	28	73.7%
	267	33	21	63.6%
	268	20	15	75.0%
	269	36	29	80.6%
	Total	127	93	73.2%
2020	270	38	28	73.7%
	272	18	8	44.4%
	273	30	18	60.0%
	Total	86	54	62.8%
2021	274	22	12	54.5%
	275	19	15	78.9%
	Total	41	27	65.9%
2022	276	26	13	50.0%
	277	21	12	57.1%
	278	17	9	52.9%
	Total	64	34	53.1%
2023	279	12		
	280	32		
	Total	44		
Grand Total		1,003	646	64.4%

Class 279 and Class 280 still in the Academy

This table illustrates some significant trends. First, fewer Recruits entered the Academy in the years 2019 – 2023 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 53% to 75% (and additional attrition occurs in FTO as well). **The critical takeaway is that 125 Recruits in the Academy does not ultimately lead to 125 active sworn members in the Department due to training attrition in the Academy and in FTO.** Given that non-training separations have averaged 125 sworn active members over the last five fiscal years, SFPD would have to hire significantly more than 125 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.