

San Francisco Police Department Staffing Analysis



CITY & COUNTY OF SAN FRANCISCO

Police Department

BACKGROUND & CONTEXT

2017 – 2019

Per BOS Resolution No. 63-17, SFPD forms Task Force on Strategic Police Staffing.

2020

Matrix releases report.
Voters approve Proposition E.

2023

SFPD conducts analysis and updates the staffing report.

Staffing Task Force

Matrix Consulting Group

Proposition E

SFPD Staffing Analysis

2019 – 2020

SFPD hires police staffing expert to develop methodologies with input from Staffing Task Force and conduct the staffing analysis.

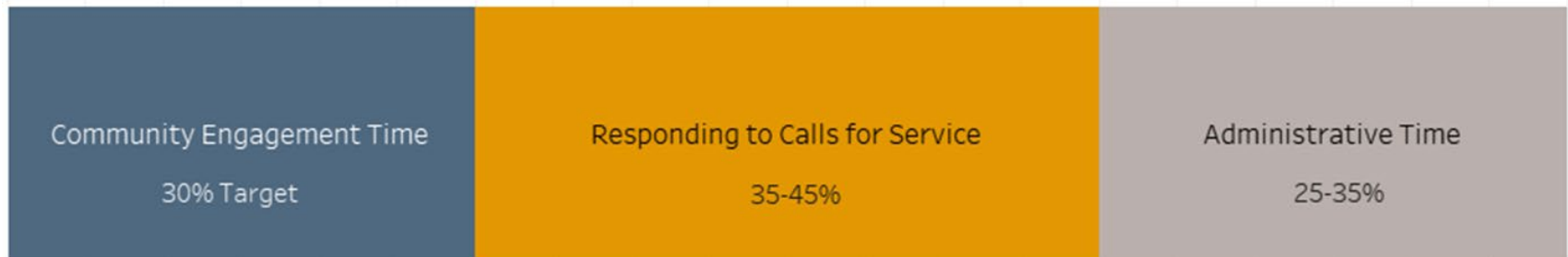
2021

Police Commission prescribes staffing analysis methodologies in Resolution No. 21-60.
SFPD conducts analysis.

Methodologies Used to Determine Staffing

Workload-based Methodology

This analysis uses community generated calls for service – **demand for police services** – and a target percentage of time devoted to community engagement to determine recommended staffing levels.



The workload-based methodology using calls for service from the public is the **industry best practice**, used in previous SFPD staffing analyses: Matrix Consulting Group (2020), Controller's Office (2018), PERF (2008).

Methodologies Used to Determine Staffing

Ratio-based Methodology

Recommended staffing scales based on the value of another metric, such as span of control for street-level supervision.

1 Sergeant to 6 Officers – police organization standard

Fixed Post Methodology

Recommended staffing is determined based on **operational coverage needs**. Positions and teams must be staffed across time of day and day of week.

Non-scaling Methodology

Recommended staffing does not correspond to workload or scale to another metric. An example is a senior leadership position.

Staffing Analysis Results

The results of the updated 2023 analysis indicate the San Francisco Police Department has a **significant staffing deficit** for both sworn and civilian professional staff.

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

“Current” figure here shows as of June 2023.

Staffing Analysis Results Comparison

The 2023 Staffing Analysis recommends 108 fewer sworn members, but the Department experiences a **larger deficit** due to lower staffing levels.

2021 Staffing Analysis Results			
Classification Type	2021 Staffing Levels	2021 Recommended	2021 Need/Deficit
Sworn	1,830	2,182	352
Civilian	421	554	133

2023 Staffing Analysis Results			
Classification Type	2023 Staffing Levels	2023 Recommended	2023 Need/Deficit
Sworn	1,589	2,074	485
Civilian	420	653	233

Civilianization Efforts

The Department is currently working on civilianizing positions in various areas including:

- **Background Investigations**
- **Crime Scene Investigations**
- **Video Retrieval**

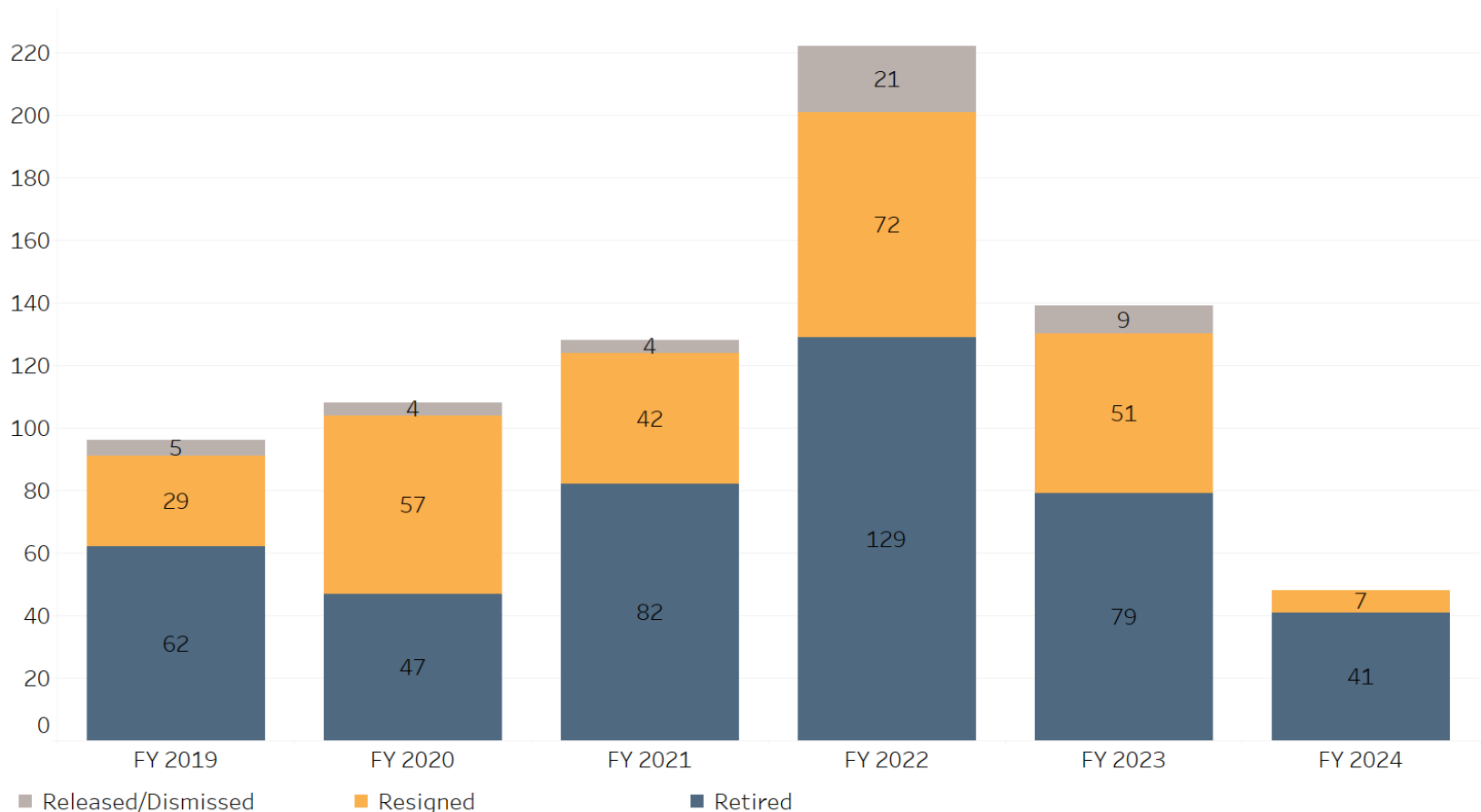
District Station Sworn Staffing Levels

Station	Jun 2023	Jan 2024	Recommended*	Need
Bayview	102	97	158	+61
Central	116	115	154	+39
Ingleside	104	91	143	+52
Mission	119	116	186	+70
Northern	120	118	168	+50
Park	69	73	88	+15
Richmond	71	70	98	+28
Southern	109	101	159	+58
Taraval	81	77	120	+43
Tenderloin	131	126	154	+28
Totals	1,022	984	1,428	+444

* From 2023 Staffing Analysis Report, includes all ranks

Sworn Members Separation Trend

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



**FY 2024 is YTD*

Sworn Members Retirement Eligibility

Retirement Status by Service	City		Airport	
	Non-Eligible	Eligible	Non-Eligible	Eligible
Less Than 10 Years of Service	711	14	0	0
10 to 20 Years of Service	507	92	37	14
20 – 25 Years of Service	102	128	11	26
25 – 30 Years of Service	13	142	2	32
More Than 30 Years of Service	0	20	0	4
Totals	1,333	396	50	76

Note: Does not include any service time served at other agencies

Data as of 01/08/2024

Thank you.
Any Questions?

SAN FRANCISCO
POLICE DEPARTMENT



APPENDIX

Officers on Footbeat

Station	Jun 2023	Jan 2024	Recommended*	Need
Bayview	7	5	8	+3
Central	13	10	19	+9
Ingleside	0	0	6	+6
Mission	9	4	12	+8
Northern	1	0	15	+15
Park	0	0	8	+8
Richmond	0	0	6	+6
Southern	0	0	7	+7
Taraval	4	4	6	+2
Tenderloin	14	22	35	+13
Totals	48	45	122	+77

* From 2023 Staffing Analysis Report, OFFICER rank only

Officers on Patrol

Station	Jun 2023	Jan 2024	Recommended*	Need
Bayview	87	84	123	+39
Central	90	92	116	+24
Ingleside	94	82	116	+34
Mission	94	94	149	+55
Northern	103	101	132	+31
Park	65	69	68	-1
Richmond	65	65	80	+15
Southern	91	83	130	+47
Taraval	67	62	102	+40
Tenderloin	98	85	102	+17
Totals	854	817	1,118	+301

* From 2023 Staffing Analysis Report, includes all ranks

Officers in Plainclothes

Station	Jun 2023	Jan 2024	Recommended*	Need
Bayview	0	0	7	+7
Central	5	4	5	+1
Ingleside	0	0	7	+7
Mission	7	7	6	-1
Northern	4	4	6	+2
Park	0	0	4	+4
Richmond	0	0	4	+4
Southern	3	3	5	+2
Taraval	4	5	6	+1
Tenderloin	9	8	4	-4
Totals	32	31	54	+23

* From 2023 Staffing Analysis Report, OFFICER rank only

Other Specialized Assignments at District Stations

Station	Jun 2023	Jan 2024	Recommended*	Need
Bayview	4	5	17	+12
Central	4	4	10	+6
Ingleside	5	5	9	+4
Mission	4	6	15	+9
Northern	6	8	11	+3
Park	1	1	5	+4
Richmond	2	2	5	+3
Southern	10	10	13	+3
Taraval	3	3	3	0
Tenderloin	5	6	9	+3
Totals	44	50	97	+47

* From 2023 Staffing Analysis Report, all ranks

Captain's Staff

Station	Jun 2023	Jan 2024	Recommended*	Need
Bayview	3	3	2	-1
Central	4	4	3	-1
Ingleside	4	3	4	+1
Mission	4	4	3	-1
Northern	5	4	3	-1
Park	2	2	2	0
Richmond	3	2	2	0
Southern	4	4	3	-1
Taraval	2	2	2	0
Tenderloin	4	4	3	-1
Totals	35	32	27	-5

* From 2023 Staffing Analysis Report, OFFICER and SERGEANTS only

Police Service Aides (PSA) at the Stations

Station	Jun 2023	Jan 2024	Recommended*	Need
Bayview	5	5	5	0
Central	5	5	6	+1
Ingleside	3	3	4	+1
Mission	5	5	7	+2
Northern	3	6	5	-1
Park	2	4	4	0
Richmond	4	4	4	0
Southern	5	5	4	-1
Taraval	4	4	4	0
Tenderloin	2	6	4	-2
Totals	38	47	47	0

Civilian Staffing at the Stations

Station	Jun 2023	Jan 2024	Recommended*	Need
Bayview	1	1	2	+1
Central	1	1	2	+1
Ingleside	1	1	2	+1
Mission	1	1	2	+1
Northern	1	1	2	+1
Park	1	1	2	+1
Richmond	1	1	2	+1
Southern	2	2	3	+1
Taraval	1	1	2	+1
Tenderloin	1	1	2	+1
Totals	11	11	21	+10

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

Investigations Bureau

Investigations Bureau						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Division or Unit						
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

Special Operations Bureau

Special Operations Bureau						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Division or Unit						
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

Administration Bureau

Administrative Services Bureau

	<i>SWORN</i>			<i>CIVILIAN</i>		
	Current	Recommended	Need	Current	Recommended	Need
Division or Unit						
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

Strategic Management Bureau

Strategic Management Bureau						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Division or Unit						
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

Chief of Staff and Chief's Office

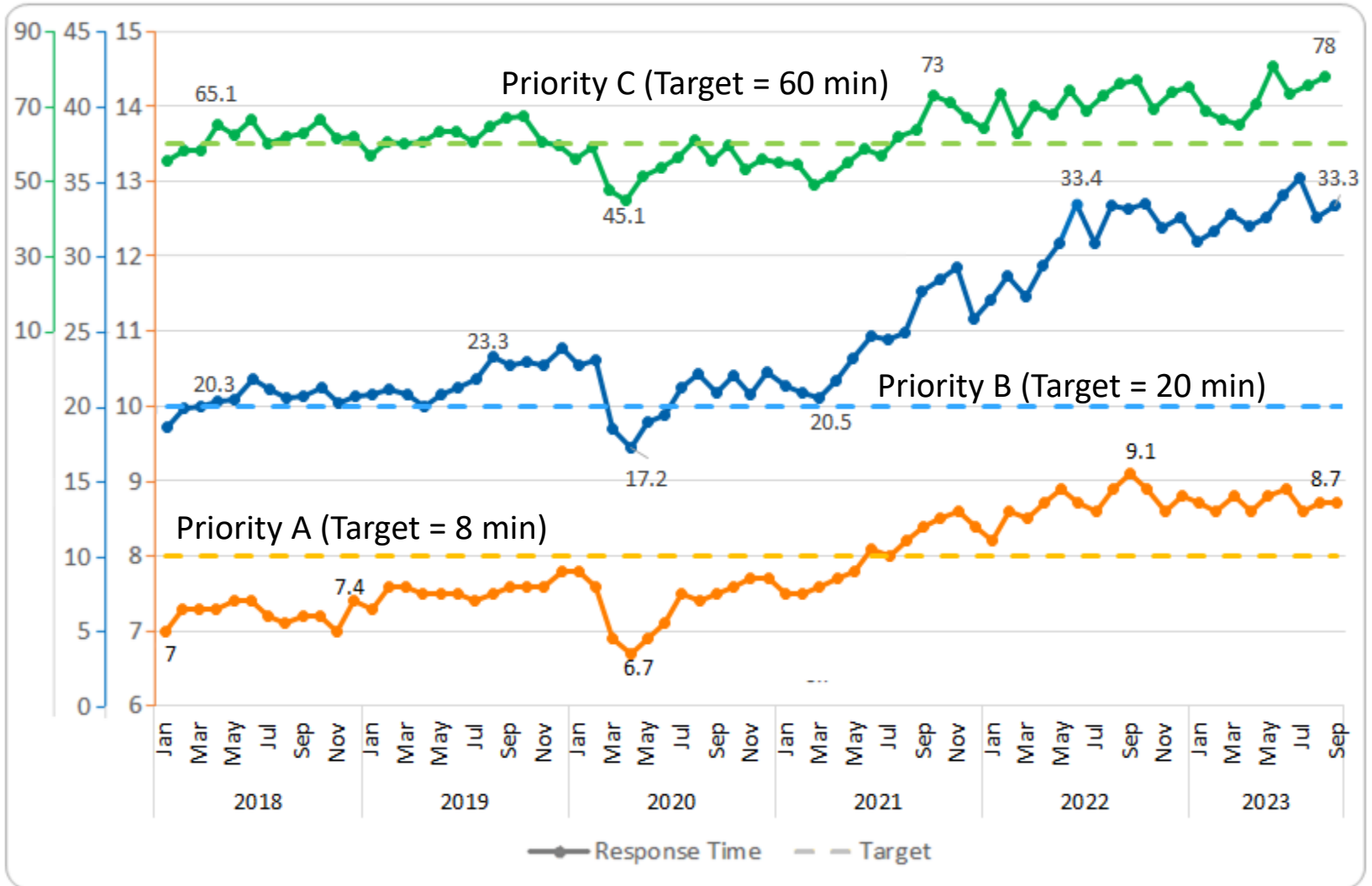
Office of Chief of Staff						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Division or Unit						
Administration	1	1	0	1	1	0
Strategic Communications	4	5	+1	5	6	+1
Policy and Public Affairs	0	0	0	6	7	+1
Labor Relations Office	0	0	0	2	3	+1
Risk Management - Admin	2	2	0	1	1	0
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
Chief's Office						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Division or Unit						
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

Airport Staffing

Rank	Jun 2023	Jan 2024	Difference
Deputy Chief	1	1	0
Commander	1	1	0
Captain	3	3	0
Lieutenant	10	9	-1
Sergeant	23	23	0
Officer	106	100	-6
Civilian	209	231	+22
Totals	353	368	+15

The Airport Bureau staffing was *excluded* from the Staffing Analysis Report.

AVERAGE CALL RESPONSE TIMES



Calls Dispatched to SFPD

Dispatched to Patrol	2021	2022	2023
Priority A	81,889	81,570	63,073
Priority B	113,461	108,166	80,445
Priority C	109,763	97,867	71,731
Total	305,113	287,603	215,249

Source: DataSF, 2023 data as of 10/13/2023

Full Duty vs Less Than Full Duty

	Citywide	Airport	Grand Total
Recruits	45	0	49
Medical Accommodation	154	12	166
Family Medical Leave	6	0	6
Military Leave	3	0	3
Disciplinary	35	0	35
Full Duty	1,475	125	1,600
Total	1,718	137	1,855

Data as of 1/8/2024