📧 Outlook

Follow-up: Southern District Bears A Disproportionate Burden

From Shaun Aukland <shaun.aukland@gmail.com>

Date Thu 11/6/2025 8:06 AM

To SFPD, Chief (POL) <sfpdchief@sfgov.org>; SFPD, Commission (POL) <SFPD.Commission@sfgov.org>

Cc Clay, Clarence (POL) <clarence.clay@sfgov.org>; Benedicto, Kevin (POL) <kevin.benedicto@sfgov.org>; Elias, Cindy (POL) <cindy.elias@sfgov.org>; Yee, Larry (POL) <lawrence.yee1@sfgov.org>; Leung, Wilson (POL) <wilson.leung@sfgov.org>; Scott, Mattie (POL) <mattie.scott@sfgov.org>; Tekkey, Pratibha (POL) <pratibha.tekkey@sfgov.org>; Hurwitz, Amy (POL) <amy.hurwitz@sfgov.org>; Lew, Derrick (POL) <Derrick.Lew@sfgov.org>; Dorsey, Matt (BOS) <matt.dorsey@sfgov.org>; DorseyStaff (BOS) <DorseyStaff@sfgov.org>; Yep, Paul (POL) <Paul.Yep@sfgov.org>; Betz, Steven (MYR) <Steven.Betz.MYR@sfgov.org>; Suarez, Edcel (POL) <edcel.suarez@sfgov.org>

📎 1 attachment (4 MB)

2025_SFPD_Staffing_Analysis.pdf;

This message is from outside the City email system. Do not open links or attachments from untrusted sources.

Dear Police Commissioners and Interim Chief Yep,

Thank you for the opportunity to speak at last night's meeting regarding the district boundaries, which the Commission subsequently voted unanimously to approve. As I stated, our goal is not to oppose realignment outright, but to ensure it does not dangerously worsen the existing workload inequity in Southern District.

Now that the realignment is approved, I am writing to ask for your immediate public commitment to address the very staffing inequities this change will magnify, and to follow-up with the specific data I cited for your benefit.

Your **2025 SFPD Staffing Analysis Report** (attached) clearly documents this existing inequity. As the analysis shows (pp. 31, 51, 55), Southern District's Current sector patrol officers handle a workload of 390 community-generated calls per officer. This is nearly **double** the workload in the Park District, which is 206 calls per officer.

District Station	Community Calls for Service (CFS 2024)	Current Sector Patrol Officers	Calls Per Officer (2024 Data)
Taraval	17,312	39	444
Southern	**31,955**	**82**	**390**
Mission	29,543	77	384
Northern	30,428	81	376
Central	26,515	72	368
Tenderloin	26,397	77	343

Richmond	12,879	47	274
Ingleside	17,807	69	258
Bayview	18,389	74	249
Park	9,698	47	206

This same report shows that Southern's sector patrol is staffed at only 78% of its "Recommended" level, one of the most under-resourced in the city.

District Station	Current Sector Patrol Officers	Recommended Sector Patrol Officers	% Sector Patrol Staffed
Taraval	39	74	53%
Mission	77	108	71%
Southern	**82**	**105**	**78%**
Richmond	47	60	78%
Central	72	90	80%
Northern	81	98	83%
Ingleside	69	72	96%
Park	47	48	98%
Tenderloin	77	76	101%
Bayview	74	66	112%

Even this official data undercounts the reality. Due to overwhelmed city services, our community benefit district's private security in Soma West responds to over 30,000 calls a year (approx. 600 per week) that never enter your dataset. As we have shared, we have mostly stopped calling.

While we all understand the citywide staffing shortage, the *equitable distribution* of existing officers is a policy choice that is controllable today. And your commitments to being data-driven in the future must start with being data-driven *now*.

The boundary change you approved adds an estimated 25% more call volume to Southern. Implementing this change *without* a written, funded, and simultaneous staffing correction would be ignoring the department's own data.

Verbal assurances that "staffing will be adjusted" are not sufficient. We ask for your leadership commit to three specific actions:

1. **A written commitment** to bring Southern District's officer-to-call workload ratio into parity with the citywide average, as defined by your own Staffing Analysis, ahead of the new boundary implementation.

2. **A written commitment** to staff Southern for the *additional* call volume that this realignment will create. I also ask that you use more recent data than the outdated 2023 data that was presented.

3. **A written commitment** to immediately fulfill the *already-promised* and unstaffed Soma West foot beats. This reports that other foot beats are staffed.

South of Market has always been comfortable bearing our fair share -- but we are often asked to bear much more and are right now. We are not asking for special treatment, we are asking for an equitable,

safe, and sustainable plan for our neighborhood, now that you have voted to increase the burden on our already-strained resources.

Thank you for your time and service.

Sincerely,

Shaun Aukland
Resident, Homeowner
Soma West Neighborhood Association

Staffing Analysis of the San Francisco Police Department

2025

June 30, 2025

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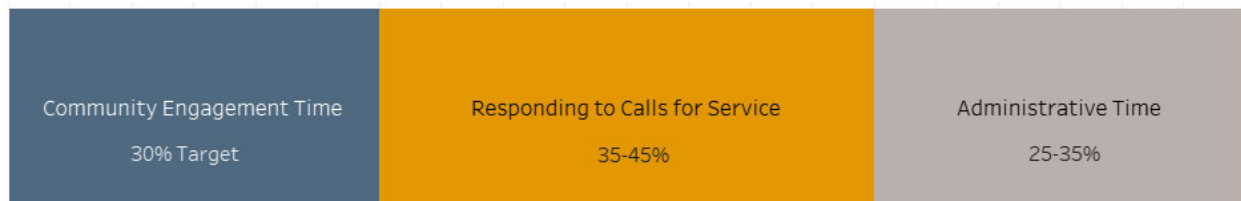
> THIS WORKLOAD-BASED METHODOLOGY IS THE INDUSTRY STANDARD. IT HAS BEEN UTILIZED IN PREVIOUS ANALYSES ON DEPARTMENT STAFFING AND CITED IN VARIOUS REPORTS AS THE BEST PRACTICE FOR DETERMINING POLICE STAFFING.

- 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.

Community Engagement Time 30% Target	Responding to Calls for Service 35-45%	Administrative Time 25-35%

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	1,066	1,634	+568	73	132	+59
Investigations Bureau	228	291	+63	85	123	+38
Special Operations Bureau	130	194	+64	20	25	+5
Administration Bureau	85	74	-11	147	175	+28
Strategic Management Bureau	8	9	+1	86	118	+32
Chief of Staff	35	42	+7	63	94	+31
Chief's Office	13	13	0	5	4	-1
BUREAU TOTAL	**1,565**	**2,257**	**+692**	**479**	**671**	**+192**

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.

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.

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 have 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 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

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

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 Infrastructure and Operations to IT Support.

There is a significant need for professional staff who possess a broad skillset in management operations to enhance the functionality of units across the Department. Historically, operational units have relied heavily on Clerks for data entry and record keeping, and it would be beneficial to expand the role of professional staff in administrative management. A classification such as a Management Assistant can manage office operations, conduct basic reporting and analysis, author memos and newsletters, and develop and

> 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.

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 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 Forensic Latent Examiners, 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**	**5**	**1**	**2**	**5**	**3**
Operations - Executive Team	1	1	0	1	1	0
Field Operations Bureau - Admin	3	4	+1	1	4	+3
FOB - Patrol	**1,031**	**1,581**	**550**	**54**	**80**	**26**
Metro Division	328	517	+189	16	24	+8
Golden Gate Division	393	606	+213	24	38	+14
Mid City Division	310	458	+148	14	18	+4
FOB - Other Units	**31**	**48**	**+17**	**17**	**47**	**+30**
FOB-Headquarters (FOB-HQ)	26	38	+12	1	17	+16
Community Engagement Division	5	10	+5	6	3	-3
Crime Strategies	0	0	0	10	27	+17
BUREAU TOTAL	**1,066**	**1,634**	**+568**	**73**	**132**	**+59**

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 needed in the Field Operations Bureau is Patrol (District Stations), where the Project Team recommends an additional 568 sworn members. A large portion of these additional members are for Sector Patrol across the three divisions.** The workload-based analysis indicates that most of the sworn staffing needs are in Sector Patrol in all Divisions, with additional resources needed to fully staff District Station specialized assignments such as Foot Beat Officers.
- **With the City emphasizing public safety in key commercial areas in 2025, the Department needs to efficiently staff the officers needed for this initiative while keeping the staffing levels sufficient at other district stations.** In February 2025, newly elected Mayor Daniel Lurie stated that he wants to "improve public safety and revitalize critical commercial districts to drive the city's

comeback."[1] Key features in this plan involve increased police presence in the most impacted areas and working directly with local businesses and hotels to ensure safe passage for visitors. As a result, SFPD has already begun reallocating sworn officers to high commercial areas such as Union Square and the Moscone Center, amongst other locations. This reallocation of staffing resources for citywide initiatives has taken away officers from working sector patrol and answering calls for service for district stations.

- **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 and/or Prop F Per Diem employees rather than sworn members on temporary modified duty (TMD) in any roles that don't need to be done by sown officers, such as the Report Writing Unit or as a part of the Captain Staffs at district stations.

- **Given the importance and depth of the analytical work conducted by the Crime Strategies Division (CSD), there is a significant need for additional 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. The staffing in CSD has remained relatively the same since 2023, while remaining understaffed. However, there has also been an increase in the need for analytical support, thus the strong need for analysts in CSD. Using a ratio-based methodology established by the International Association of Crime Analysts (IACA), the Project Team recommends additional staffing in CSD.

---

[1] Mayor Lurie launches SFPD Hospitality Task Force, major new effort to strengthen public safety, drive economic comeback: https://www.sf.gov/mayor-lurie-launches-sfpd-hospitality-task-force-major-new-effort-to-strengthen-public-safety-drive-economic-comeback.

Investigations Bureau

Investigations Bureau						
	SWORN			**CIVILIAN**		
	Current	**Recommended**	**Need**	**Current**	**Recommended**	**Need**
Division or Unit						
Investigations - Admin	3	3	0	4	3	-1
Strategic Investigations	37	69	+32	2	3	+1
Major Crimes	51	64	+13	4	4	0
General Crimes	63	80	+17	3	9	+6
Special Investigations	23	31	+8	1	1	0
Special Victims	35	44	+9	4	4	0
Forensic Services	16	0	-16	67	99	+32
BUREAU TOTAL	**228**	**291**	**+63**	**85**	**123**	**+38**

Methodologies Used to Determine Staffing

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

- *Workload-based Methodology:* The Project Team conducted analyses using the number of assigned cases to be investigated and hours per case to determine staffing 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 in nearly all divisions within Investigations.** The Investigations Bureau went through another organizational restructure within the past two years to adjust operations based on evolving crime trends, most notably adding the new Real Time Investigations Center and Drone Unit. This has created additional need for sworn members to staff these units.
- **The Project Team recommends fully civilianizing the Forensic Services Division, which will require additional 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 and to provide court testimonies when necessary; additional Criminalists are needed to support the Chemical Analysis Unit and

CSI. However, the Department should maintain the use of sworn personnel to provide continuity of operations and services until professional staff have been hired and transitioned into the Division.

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	48	80	+32	3	7	+4
Tactical Division	49	79	+30	7	7	0
Homeland Security Division	32	34	+2	9	10	+1
BUREAU TOTAL	**130**	**194**	**+64**	**20**	**25**	**+5**

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 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						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Division or Unit						
Administration - Executive	2	3	+1	1	2	+1
Administration Division	0	0	0	32	43	+11
Academy Division	44	57	+13	6	7	+1
Staff Services Division	17	13	-4	74	73	-1
Crime Information Services	22	1	-21	34	50	+16
BUREAU TOTAL	**85**	**74**	**-11**	**147**	**175**	**+28**

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 unique in functions and responsibilities such as the Fleet and Facilities Manager that oversees the Department's vehicle and building assets.as.

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 continue centralizing 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.

- **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.
- **There is an opportunity to civilianize all sworn positions within the Property Control Division (PCD).** PCD is responsible for maintaining and processing all property and evidence entering into San Francisco Police Department's custody. With the creation of the Police Evidence Supervisor and Technician role, previously sworn-only tasks can now be completed by civilians, thus removing the previous recommendation of permanently assigned sworn positions. Additional administrative support is still needed to prepare for PCD's relocation. On top of the upcoming facility move, there are nearly 200,000 old cases that need to be reviewed to determine if property and evidence can be disposed of, which involves items needing barcoding, packing, transporting, and/or preparing 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.
- **There is an opportunity to civilianize several positions within Staff Services.** Currently, there are sworn members within Staffing and Deployment, Backgrounds, and CCW that could be reallocated to other areas in the Department. Most of their duties and responsibilities are administrative and could be performed by civilian staff. However, the Department will need to obtain additional budgeted civilian positions to ensure existing workload is fulfilled.

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	5	6	+1	11	20	+9
Fiscal Division	0	0	0	11	16	+5
Technology Division	3	3	0	62	79	+17
BUREAU TOTAL	**8**	**9**	**+1**	**86**	**118**	**+32**

Methodologies Used to Determine Staffing

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

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

- *Non-scaling Methodology:* Many of the units and roles within the Strategic Management Bureau are specialized and are not scalable to workload or other metrics. These positions are unique, and staffing levels are determined by Department leaders and key decision makers.

Summary and Recommendations

- **The Project Team recommends additional professional staff in the Professional Standards and Principled Policing (PSPP) Unit to support growing needs in data collection, monitoring, analysis and reporting.** PSPPU has served as the administrative home of the Collaborative Reform Initiative (CRI), Staff Inspections Unit (SIU), the Business Analysis Team (BAT) and more recently, the Office of Institutional Research (ORI) and Data Governance & Integrity (DGI) team. 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 continues to face significant understaffing and a high turnover rate. Three of the four units within the Fiscal Division currently have multiple vacancies that require filing. The Contracts Unit is the only unit that is fully staffed at this time; however, we anticipate that its workload will eventually increase to a level that may warrant the addition of another position. The Budget Manager position has

remained vacant since December 2022, and an additional analyst is needed to adequately support the current workload.

- **The Project Team recommends adding professional staff across several units within the Technology Division, including the IT Portfolio Solutions Unit and the Technical Support & Services Unit.** The Technology Division, consisting of five units, delivers all communication and information technology support for the Department, covering IT Project Management, Architecture and Operations, Applications, Business Intelligence, and IT Support. In alignment with Department priorities and citywide initiatives, the Division is undertaking significant modernization efforts, including the implementation of new records management and business intelligence systems. These upgrades will enhance functionality for SFPD officers and ensure compliance with the FBI's National Incident-Based Reporting System (NIBRS), which became the national standard for law enforcement crime data reporting in January 2021.The Department is also collaborating with the Department of Emergency Management (DEM) to implement a Computer Aided Dispatch (CAD) system that will expand mobile technology capabilities and provide officers with a critical tool in the field. With projects and workload expected to increase, the Project Team recommends additional resources to:

  - Develop a long-term IT strategic framework;

  - Establish a comprehensive technology training program;

  - Create redundancy in critical security and database programming functions;

  - Support the Department's growing business analysis needs; and

  - Ensure high-quality technological support that enables staff to perform their duties effectively.

Office of Chief of Staff

Office of Chief of Staff						
	SWORN			**CIVILIAN**		
	Current	Recommended	Need	Current	Recommended	Need
Division or Unit						
Administration	0	1	+1	1	1	0
Strategic Communications	3	5	+2	6	7	+1
Policy and Public Affairs	1	0	-1	8	8	0
Labor Relations Office	0	0	0	3	2	-1
Risk Management - Admin	1	2	+1	0	1	+1
RMO - Legal	8	8	0	27	55	+28
RMO - Internal Affairs	15	20	+5	12	12	0
Policy Development	5	4	-1	5	7	+2
Commission Office	2	2	0	1	1	0
BUREAU TOTAL	**35**	**42**	**+7**	**63**	**94**	**+31**

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 need additional 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.

Chief's Office

Chief's Office						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Division or Unit						
Chief's Office	4	3	-1	3	2	-1
Behavioral Science Unit	4	5	+1			
Family Support Unit	4	4	0			
Constitutional Policing	1	1	0	2	2	0
CHIEF'S OFFICE TOTAL	**13**	**13**	**0**	**5**	**4**	**-1**

Summary and Recommendations

- **There is not a significant need for additional support within the Chief's Office.** Most areas are sufficiently staffed based on the work and currently staffing levels.. The Project Team only recommends one additional sworn member for the Behavioral Science Unit.

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."

3

Table of Contents

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 three Divisions: Metro and Golden Gate, and Mid-City. 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. Additionally, the Mid-City division includes the new Drug Market Agency Coordination Center (DMACC). Full duty sworn members across all ranks in Patrol – meaning, assigned to the District Stations – represent approximately 60% 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, the Department's Community Engagement Division (CED), and Crime Strategies.

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	5	+1	2	5	+3
Operations - Executive Team	1	1	0	1	1	0
Field Operations Bureau - Admin	3	4	+1	1	4	+3
FOB - Patrol	1,031	1,581	+550	54	80	+26
Metro Division	328	517	+189	16	24	+8
Golden Gate Division	393	606	+213	24	38	+14
Mid City Division	310	458	+148	14	18	+4
FOB - Other Units	31	48	+17	17	47	+30
FOB-Headquarters (FOB-HQ)	26	38	+12	1	17	+16
Community Engagement Division	5	10	+5	6	3	-3
Crime Strategies	0	0	0	10	27	+17
BUREAU TOTAL	1,066	1,634	+568	73	132	+59

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

Organizational Chart

Field Operations Bureau

```
                          ┌──────────────────┐
                          │ Assistant Chief, │
                          │   Operations     │
                          └──────────────────┘
                                   │
                          ┌──────────────────┐
                          │  Deputy Chief,   │
                          │ Field Operations │
                          │      Bureau      │
                          └──────────────────┘
```

FOB Admin	Golden Gate Division	Metro Division	Mid-City Division	Community Engagement Division	Crime Strategies
Police Law Enforcement Services	Company C – Bayview	Company A – Central	Company D – Mission	Youth & Community Engagement	
Plainclothes	Company F – Park	Company B – Southern	Company J – Tenderloin	Cadet Program	
ALU/Permits Office	Company G – Richmond	Company E – Northern	Drug Market Agency Coordination Center		
Events	Company H – Ingleside				
Report Writing Office	Company I – Taraval	Weekend Captains			
Crisis Intervention Team		Night Captains			

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 60% of the Department's sworn full duty workforce, and approximately 88% 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 2024.

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 2024.
- 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	26,515
Co. B - Southern Station	31,955
Co. C - Bayview Station	18,389
Co. D - Mission Station	29,543
Co. E - Northern Station	30,428
Co. F - Park Station	9,698
Co. G - Richmond Station	12,879
Co. H - Ingleside Station	17,807
Co. I - Taraval Station	17,312
Co. J - Tenderloin Station	26,397
Grand Total	**220,923**

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	26,515	39.6	17,505	17,890	64.9	19,340	36,845
Co. B - Southern Station	31,955	35.1	18,693	21,888	56.2	20,496	39,189
Co. C - Bayview Station	18,389	41.7	12,779	13,988	57.7	13,458	26,237
Co. D - Mission Station	29,543	36.9	18,150	20,664	62.2	21,425	39,575
Co. E - Northern Station	30,428	40.9	20,761	16,766	69.7	19,484	40,246
Co. F - Park Station	9,698	41.7	6,738	6,337	63.2	6,676	13,415
Co. G - Richmond Station	12,879	44.1	9,477	7,452	66.8	8,294	17,771
Co. H - Ingleside Station	17,807	50.2	14,891	11,827	71.6	14,111	29,002
Co. I - Taraval Station	17,312	47.8	13,782	15,753	61.8	16,236	30,017
Co. J - Tenderloin Station	26,397	34.5	15,197	13,785	67.6	15,533	30,730

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	4,185	0.75	3,139
Co. B - Southern Station	5,147	0.75	3,860
Co. C - Bayview Station	4,644	0.75	3,483
Co. D - Mission Station	5,617	0.75	4,213
Co. E - Northern Station	4,663	0.75	3,497
Co. F - Park Station	1,916	0.75	1,437
Co. G - Richmond Station	2,203	0.75	1,652
Co. H - Ingleside Station	4,443	0.75	3,332
Co. I - Taraval Station	3,173	0.75	2,380
Co. J - Tenderloin Station	4,198	0.75	3,149

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%[2]. *Matrix Consulting Group used a target of 30% of Sector Patrol time devoted to community engagement. This analysis uses the same target of 30% community engagement time.*

---

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

Staffing Availability

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

Net Available Work Hours Calculation

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

It is a policy decision whether an agency chooses to operate one- or two-person units. SFPD's Chief has previously directed that Sector Patrol should operate two-person units for officer safety and officer accountability. In response to declining staffing levels and to maintain coverage, one-person units are prevalent during certain shifts and at particular stations. 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
Co. A - Central Station	16.41%	83.59%
Co. B - Southern Station	20.37%	79.63%
Co. C - Bayview Station	12.08%	87.92%
Co. D - Mission Station	15.10%	84.90%
Co. E - Northern Station	9.73%	90.27%
Co. F - Park Station	22.31%	77.69%
Co. G - Richmond Station	28.22%	71.78%
Co. H - Ingleside Station	12.37%	87.63%
Co. I - Taraval Station	34.94%	65.06%
Co. J - Tenderloin Station	18.76%	81.24%
Citywide	**18%**	**82%**

The results of the analysis indicate that citywide, two-person units respond to approximately 82% percent of calls, and one-person units respond to approximately 18% of calls. This is a departure from previous operating procedures. Due to lower staffing levels, District Stations have utilized more one-person units when responding to calls in 2024 compared to previous years. Each District Station ultimately uses different levels of one- and two-person units at their own discretions.

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	90	45
Co. B - Southern Station	105	53
Co. C - Bayview Station	66	33
Co. D - Mission Station	108	54
Co. E - Northern Station	98	49
Co. F - Park Station	48	24
Co. G - Richmond Station	60	30
Co. H - Ingleside Station	72	36
Co. I - Taraval Station	74	37
Co. J - Tenderloin Station	76	38

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 2024, approximately 9,000 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.

The Project Team is currently analyzing various scheduling options to determine alternative work schedules for sworn members. The Department may benefit from switching away from the current platoon schedule to garner additional staffing coverage on certain days of the week, possibly reducing the amount of overtime needed.

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 Calendar Year 2024, the median SFPD response time for Priority A calls was 8.61 minutes.** This means that for half of the calls with imminent threat to life or

property, an SFPD unit arrived on scene within 8.61 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 80 minutes, meaning that only half of non-emergency calls were responded to within that time. In this analysis, 22% 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 ongoing staffing shortages within the SFPD have significantly impacted operational efficiency and workload distribution. One major consequence has been the substantial increase in overtime shifts required to maintain adequate coverage across the city, as well as coverage for citywide events. To compensate for these shortages, many officers have taken overtime shifts beyond their standard schedules. Overtime hours are compensated at 1.5 times the regular hourly rate, which increases overall personnel costs. In Fiscal Year 2024-2025 alone, the department logged approximately 660,000 hours of overtime. As staffing levels have continued to go down, the need for overtime has gone up. As a result, SFPD has exceeded its allocated overtime budget. Achieving full staffing would substantially reduce overtime expenditures by shifting hours currently covered through overtime to regular duty hours.

In an effort to reduce overtime expenditure and maintain the Department's allocated budget, SFPD is currently tracking overtime hours used at different units for each bi-weekly pay period. An allotment of overtime hours per pay period has been provided to each unit in which they must comply with. This was implemented late in 2024 by FOB, and in early 2025, these responsibilities were moved to the Staffing and Deployment Unit. Since then, the methods of tracking and alerting overtime expenditure have become more effective and efficient, and have led to a decrease in overtime hours used throughout the year.

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. In previous years, the Use of Force policy likely increased administrative time significantly for Sergeants, as they are the first line of review and sign off on all paperwork that must be completed. However, with the passage of Proposition E in 2024, the Department has undergone several policy changes to reduce the amount of required administrative work; nonetheless, this metric is difficult to measure without software to track this workload. 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.
- **Hospitality Task Force.** In February 2025, newly elected Mayor Daniel Lurie launched the SFPD Hospitality Task Force. This plan's initiative was to "improve Public Safety, Boost Tourism, and Drive Economic Recovery in Key Commercial Areas… around Moscone Convention Center, Yerba Buena Gardens, and Union Square." A similar plan was executed by former mayor London Breed in 2021. As a result of Mayor Lurie's plan, **SFPD continues to have heavy 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.
- **Organized Retail Crime Initiative.** On September 22nd, 2021, former 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 has been 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. **10B continues to be a heavily used resource by private entities. In the fiscal year 2024/2025, approximately 88,000 hours of 10B were worked by SFPD.**
- **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.*

2024 Incident Heat Map

2024 Part I & II Incident Heat Map
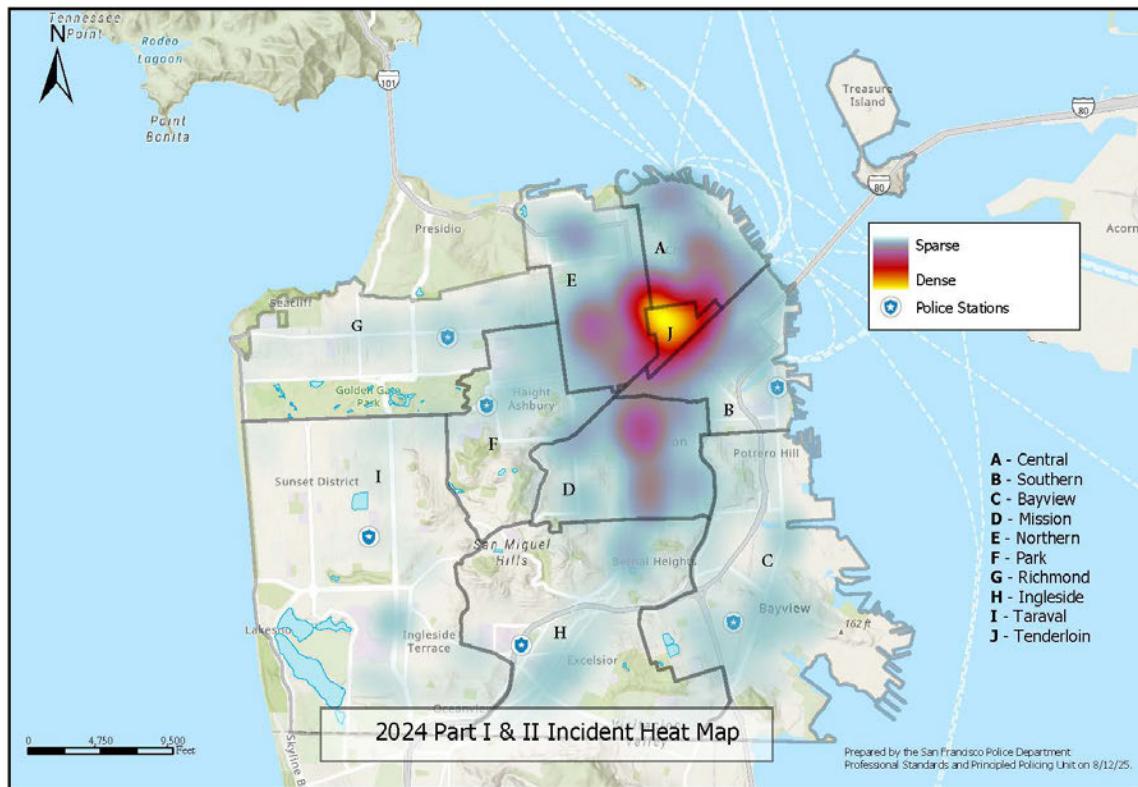
*Part I crimes are serious felonies, while Part II crimes are non-serious felonies and misdemeanors.

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.**

Housing Sergeants and Officers

Housing units consist of a team of Officers that are responsible for patrolling public housing developments and for building relationships with the housing development community; these units were normally operational at five of the 10 District Stations when more staffing was available. Depending on the needs of the station, this team of Officers might be led by a Sergeant. 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 on a station-by-station basis, depending on the unique needs in each district, with the intention of having a team with full coverage over the course of the week.

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, if any Housing Teams at all; 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 effective 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. Additionally, the Plainclothes Unit coordinates and assists with units in the Investigations Unit, such as the RTIC and the new Drone Unit. An example of this is their support with search warrants and operations to apprehend various suspects. As the Plainclothes unit provides specialized directed enforcement and unique responsibilities to each District Station, the Project Team utilized the non-scaling methodology to determine a recommended number for Plainclothes officers. This analysis is based on the different needs at each respective district station.

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 or Mid-City 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; the number of PSA's recommended is based on the amount of coverage and front window traffic for each respective station.

Sworn member duties include issuing and enforcing permits, event planning, including writing operations orders for smaller district events and coordinating with centralized FOB to plan for large scale events. Generally, Metro Division District Stations have more events than the other two Divisions 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 If needed. Alternatively, this role could be covered by a Prop F Per Diem employee, at the respective station's discretion. 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. Additionally, as mentioned above, Captain Staffs could replace or supplement the management assistant with a Prop F Per Diem employee (former officers who have previously retired). The benefits of this would be in adding a former officer who would have more institutional knowledge compared to a civilian. These duties may not need to be performed by a full-duty Officer, but having a former Officer with more flexible scheduling could serve useful to the Captain Staff.

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 staff Homeless Outreach officers given resource availability. However, to address the severity of homelessness in San Francisco, the Department has dedicated significant resources to the centralized HSOC team within the new DMACC unit. The Project Team recommends a decentralized approach to staffing Homeless Outreach Officer dedicated to each district station as staffing levels increase. Homeless Outreach Officer staffing is determined using the fixed post methodology such that there are as many as eight Homeless Outreach Officers assigned to the 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 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). Another unit that should be accounted for at every district station is a Station Keeper. **The project team recommends six dedicated station keepers per district station for proper coverage**. Currently, officers who are typically assigned to Sector Patrol are fulfilling the responsibility as station keepers. These officers should be fully dedicated to their sector patrol and should not be taken off the street to be kept at the station. At the same time, there should be an officer at the station at all times monitoring the jails, or in the event that all other sworn personnel must be deployed to a critical incident, the station keeper is required to remain posted at their respective station. This is why sufficient dedicated station keepers are vital at each district station.

FOB Patrol – Current Trends

After a period of year-over-year declines, staffing levels have now stabilized within the last couple of years. 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 a 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 21% from January 2019 to June 2025 (from 1,868 to 1,473). The Field Operations Bureau includes 57% 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 27% from January 2019 through June 2025.

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 was overseen by an Assistant Chief of Police who was supported by an Executive Secretary. It is important to note, the San Francisco Police Department is currently undergoing significant organizational restructuring. 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

Currently, the Field Operations Bureau is overseen by a Deputy Chief with three Commanders managing field operations. One Commander oversees the Metro Division and select units centralized in FOB, one Commander oversees the Golden Gate Division and another set of centralized FOB units, and the other Commander oversees the Mid-City Division, which includes the Drug Market Agency Coordination Center (DMACC), Fugitive Recovery Enforcement Team (FRET), and the Healthy Street Operations Center (HSOC). The Deputy Chief is supported by an Executive Assistant and the three Commanders are normally supported by a Senior Clerk. With the restructuring of various divisions and units 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**	**4**	**+1**	**1**	**4**	**+3**
Deputy Chief	1	1	0			
Commander	2	3	+1			
Executive Secretary				1	1	0
Senior Clerk				0	3	+3

Metro Division

While Metro Division no longer include the Mission and Tenderloin stations, the division still consists of mostly surrounding areas of downtown San Francisco. These districts represent 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	108	171	+63	6	8	+2
Co. B - Southern Station	114	180	+66	6	8	+2
Co. E - Northern Station	106	166	+60	4	8	+4
DIVISION TOTAL	328	517	+189	16	24	+8

Summary and Trends

- **Most of the staffing needs 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.
- **While Metro Stations generally possess enough staff to cover some of their specialized units, additional resources are needed to ensure that they are fully staffed at each station.** For example, through the City's Hospitality Zone Task Force in Union Square and a priority for Sector Patrol, District Foot/Bike beats and Homeless outreach are severely understaffed, or in some cases are completely unstaffed.
- **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 assigned on a station-by-station basis, with station having their own needs with respect to the districts they monitor. However, each station is recommended to have a Management Assistant. 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. Alternatively, this role of Management Assistant could be taken by or supplemented with a Prop F Per Diem employee at the respective station's discretion.

Co. A – Central Station

Co. A - Central Station						
	SWORN			**CIVILIAN**		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	**5**	**6**	**+1**	**6**	**8**	**+2**
Captain	1	1	0			
Sergeant	1	1	0			
Officer	3	4	+1			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				5	6	+1
Sector Patrol	**90**	**110**	**+20**			
Lieutenant	5	5	0			
Sergeant	13	15	+2			
Officer	72	90	+18			
Specialized Units	**13**	**55**	**+42**			
Sergeant	1	3	+2			
Officer (Foot/Bike Beat)	8	24	+16			
Officer (Homeless Outreach)	0	4	+4			
Officer (Housing)	0	4	+4			
Officer (Plainclothes)	4	14	+10			
Officer (Keeper)	0	6	+6			
STATION TOTAL	**108**	**171**	**+63**	**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 90 Sector Patrol Officers and 15 Patrol Sergeant supervisors.
- **Central Station has understaffed Foot/Bike Beats.** 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 are important but understaffed. Central Station has footbeat areas that have been prioritized in the Tourism Deployment Plan.

Since the beginning of 2025, the Department received directives from the city to increase deployment in Union Square as part of the Hospitality Zone initiative. As a result, Central Station was assigned a 5th lieutenant to help coordinate staffing for the Hospitality Zone Task Force.

Co. B – Southern Station

Co. B - Southern Station						
	SWORN			**CIVILIAN**		
	Current	**Recommended**	**Need**	**Current**	**Recommended**	**Need**
Captain's Staff	**5**	**5**	**0**	**5**	**8**	**+3**
Captain	1	1	0			
Sergeant	1	1	0			
Officer	3	3	0			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				4	6	+2
Sector Patrol	**101**	**127**	**+26**			
Lieutenant	5	5	0			
Sergeant	14	17	+3			
Officer	82	105	+23			
Specialized Units	**8**	**48**	**+40**	**1**	**0**	**-1**
Sergeant	2	3	+1			
Officer (Foot/Bike Beat)	0	20	+20			
Officer (Homeless Outreach)	0	8	+8			
Officer (Plainclothes)	3	7	+4			
Officer (TJPA)	3	4	+1			
Officer (Keeper)	0	6	+6			
Security Guard (TI)				1	0	-1
STATION TOTAL	**114**	**180**	**+66**	**6**	**8**	**+2**

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 105 Sector Patrol Officers and 17 Patrol Sergeant supervisors.
- **Southern Station staffs the Transbay Terminal with officers that function generally as Foot/Bike Beat officers in this area.** There are five beats including the Transbay terminal. To fully staff all beats, the Project Team recommends 24 Officers.

The Department employs one full-time Security Guard to work in a fixed-post position on Treasure Island. The project team does not recommend this dedicated civilian position, and instead, Treasure Island should be covered by two officers that are accounted for and recommended as part of Southern Station's Sector Patrol.

Co. E – Northern Station

Co. E - Northern Station						
	SWORN			**CIVILIAN**		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	**4**	**5**	**+1**	**4**	**8**	**+4**
Captain	1	1	0			
Sergeant	1	1	0			
Officer	2	3	+1			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				3	6	+3
Sector Patrol	**97**	**118**	**+21**			
Lieutenant	4	4	0			
Sergeant	12	16	+4			
Officer	81	98	+17			
Specialized Units	**5**	**43**	**+38**			
Sergeant	1	3	+2			
Officer (Foot/Bike Beat)	1	20	+19			
Officer (Housing)	0	4	+4			
Officer (Homeless Outreach)	0	4	+4			
Officer (Plainclothes)	3	6	+3			
Officer (Keeper)	0	6	+6			
STATION TOTAL	**106**	**166**	**+60**	**4**	**8**	**+4**

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 98 Sector Patrol Officers and 16 Patrol Sergeant supervisors.
- **Northern Station should prioritize 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.

Golden Gate Division

Golden Gate Division District Stations are generally smaller in personnel than those in the Metro Division and Mid-City 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	96	128	+32	5	8	+3
Co. F - Park Station	67	89	+22	4	8	+4
Co. G - Richmond Station	66	110	+44	5	6	+1
Co. H - Ingleside Station	92	156	+55	5	8	+3
Co. I - Taraval Station	72	132	+60	5	8	+3
DIVISION TOTAL	**393**	**606**	**+213**	**24**	**38**	**+14**

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 and Mid-City Division. This is due to the fact that the Metro Division stations have a higher volume of calls for service.

- **Like other Divisions, District Stations in the Golden Gate Division have generally prioritized Sector Patrol and hence running limited specialized units.** This is especially the case with three stations in the Golden Gate Division, where specialized units at these stations have either one dedicated officer or are completely unstaffed.

- **Generally, District Stations in the Golden Gate Division do not experience the same volume of events as those District Stations in the Metro and Mid-City Divisions 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 and Mid-City Divisions. As these District Stations are generally less busy, with less walk-up traffic, than those in the Metro and Mid-City Division, Golden Gate Division has fewer PSAs than the Metro Division. However, for most stations in the Golden Gate Division, 6 PSAs are still recommended to provide coverage on all shifts. Furthermore, 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. Like the other Divisions, the role of Management Assistant could be taken by or supplemented with a Prop F Per Diem employee at the respective station's discretion.

Co. C – Bayview Station

Co. C - Bayview Station						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	**4**	**3**	**-1**	**5**	**8**	**+3**
Captain	1	1	0			
Sergeant	0	0	0			
Officer	3	2	-1			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				4	6	+2
Sector Patrol	**92**	**82**	**-10**			
Lieutenant	4	4	0			
Sergeant	14	12	-2			
Officer	74	66	-8			
Specialized Units	**0**	**43**	**+43**			
Sergeant	0	3	+3			
Officer (Foot/Bike Beat)	0	8	+8			
Officer (Homeless Outreach)	0	2	+2			
Officer (Housing)	0	16	+16			
Officer (Plainclothes)	0	7	+7			
Officer (Cars)	0	1	+1			
Officer (Keeper)	0	6	+6			
STATION TOTAL	**96**	**128**	**+32**	**5**	**8**	**+3**

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 66 Sector Patrol officers and 12 Patrol Sergeant supervisors.
- Bayview Station currently has no dedicated staff for the station's specialized units; however, further prioritizing any specific specialized unit will require additional resources. Bayview will require additional foot/bike beat officers to staff their beats and will need more if they deem more footbeats necessary.

Co. F – Park Station

Co. F - Park Station						
	SWORN			*CIVILIAN*		
	Current	**Recommended**	**Need**	**Current**	**Recommended**	**Need**
Captain's Staff	**3**	**2**	**-1**	**4**	**8**	**+4**
Captain	1	1	0			
Sergeant	0	0	0			
Officer	2	1	-1			
Senior Clerk				0	1	+1
Management Assistant				0	1	+1
PSA				4	6	+2
Sector Patrol	**64**	**64**	**0**			
Lieutenant	4	4	0			
Sergeant	13	12	-1			
Officer	47	48	+1			
Specialized Units	**0**	**23**	**+23**			
Sergeant	0	1	+1			
Officer (Foot/Bike Beat)	0	8	+8			
Officer (Park)	0	0	0			
Officer (Homeless Outreach)	0	4	+4			
Officer (Plainclothes)	0	4	+4			
Officer (Keeper)	0	6	+6			
STATION TOTAL	**67**	**89**	**+22**	**4**	**8**	**+4**

Staffing Notes and Considerations

- **The calls for service workload-based methodology indicates that Park Station currently has an optimal amount Sector Patrol members; however, there is a need for an increase of officers for specialized units.** The Project Team has determined the designated recommended number of sector patrol officers is the minimum needed for operational coverage and to provide sufficient street-level supervision. This falls in line with the current staff at Park Station Sector Patrol.
- **Park Station has four footbeats, which are not staffed due to priority to sector patrol amid staffing shortages.** 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 four Officers, two 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**	**5**	**+1**	**5**	**6**	**+1**
Captain	1	1	0			
Sergeant	0	1	+1			
Officer	3	3	0			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				4	4	0
Sector Patrol	**62**	**76**	**+14**			
Lieutenant	3	4	+1			
Sergeant	12	12	0			
Officer	47	60	+13			
Specialized Units	**0**	**29**	**+29**			
Sergeant	0	1	+1			
Officer (Foot/Bike Beat)	0	12	+12			
Officer (Homeless Outreach)	0	4	+4			
Officer (Plainclothes)	0	6	+6			
Officer (Keeper)	0	6	+6			
STATION TOTAL	**66**	**110**	**+44**	**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 additional resources in specialized unit assignments. Richmond Station currently has no dedicated staff assigned to any specialized units. The Project Team recommends the addition of one Sergeant and six Officers to staff a Plainclothes team, four officers for their Homeless Outreach, and 12 officers for their footbeats.

Co. H – Ingleside Station

Co. H - Ingleside Station						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	**4**	**5**	**+1**	**5**	**8**	**+3**
Captain	1	1	0			
Sergeant	0	1	+1			
Officer	3	3	0			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				4	6	+2
Sector Patrol	**87**	**88**	**+1**			
Lieutenant	4	4	0			
Sergeant	14	12	-2			
Officer	69	72	+3			
Specialized Units	**1**	**54**	**+53**			
Sergeant	0	2	+2			
Officer (Foot/Bike Beat)	0	24	+24			
Officer (Housing)	0	10	+10			
Officer (Homeless Outreach)	1	2	+1			
Officer (Plainclothes)	0	10	+10			
Officer (Keeper)	0	6	+6			
STATION TOTAL	**92**	**147**	**+55**	**5**	**8**	**+3**

Staffing Notes and Considerations

- The majority of Ingleside Station's staffing need is in Sector Patrol. The calculated number does not provide adequate coverage to staff on 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. This would be 72 Sector Patrol Officers and 12 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. Ingleside Station has three beats but at this time does not have a Foot/Bike Beat team, no Plainclothes team, and one officer assigned to their 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**	**4**	**+1**	**5**	**8**	**0**
Captain	1	1	0			
Sergeant	0	1	+1			
Officer	2	2	0			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				4	6	+2
Sector Patrol	**56**	**90**	**+34**			
Lieutenant	4	4	0			
Sergeant	13	12	-1			
Officer	39	74	+35			
Specialized Units	**13**	**38**	**+25**			
Sergeant	1	2	+1			
Officer (Foot/Bike Beat)	4	14	+10			
Officer (Homeless Outreach)	2	8	+6			
Officer (Plainclothes)	6	8	+2			
Officer (Keeper)	0	6	+6			
STATION TOTAL	**72**	**132**	**+60**	**5**	**8**	**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 74 Sector Patrol Officers and 12 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.

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. In 2025, the division included two stations that were previously a part of the Metro Division: Tenderloin Station and Mission Station. A Commander is assigned to the Mid-City Division to ensure high-level oversight 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 also has members assigned to focus on the new Drug Market Agency Coordination Center (DMACC); and under DMACC is the Fugitive Recovery Enforcement Team (FRET), Healthy Streets Operations Center (HSOC), and Narcotics.

Mid-City Division: Recommended Staffing by District Station

Mid City Division						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Co. D - Mission Station	113	194	81	5	8	3
Co. J - Tenderloin Station	112	163	51	8	9	1
Drug Market Coordination Center	85	101	+16	1	1	0
DIVISION TOTAL	310	458	+148	14	18	+4

Summary and Trends

- **The majority of the staffing need identified for the Mid City Division is in Sector Patrol and Specialized Units at the district stations.** Both Mission Station and Tenderloin Station were restructured into the new Mid City Division as certain trends related to homelessness and drug-use have become a particular focus in these areas of the City.

Co. D – Mission Station

Co. D - Mission Station						
	SWORN			**CIVILIAN**		
	Current	**Recommended**	**Need**	**Current**	**Recommended**	**Need**
Captain's Staff	**7**	**6**	**-1**	**5**	**8**	**+3**
Captain	1	1	0			
Sergeant	1	1	0			
Officer	5	4	-1			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				4	6	+2
Sector Patrol	**93**	**130**	**+37**			
Lieutenant	4	4	0			
Sergeant	12	18	+6			
Officer	77	108	+31			
Specialized Units	**13**	**58**	**+45**			
Sergeant	1	4	+3			
Officer (Foot/Bike Beat)	4	16	+12			
Officer (Housing)	0	6	+6			
Officer (Homeless Outreach)	0	8	+8			
Officer (Plainclothes)	5	12	+7			
Officer (Violence Reduction)	3	6	+3			
Officer (Keeper)	0	6	+6			
STATION TOTAL	**113**	**194**	**+81**	**5**	**8**	**+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 108 Sector Patrol Officers and 18 Patrol Sergeant supervisors.
- **Mission Station currently has a Violence Reduction specialized unit staffed with three officers.** The Project Team recommends six dedicated officers for this specialized unit.

Co. J – Tenderloin Station

Co. J - Tenderloin Station						
	SWORN			**CIVILIAN**		
	Current	Recommended	Need	Current	Recommended	Need
Captain's Staff	**4**	**4**	**0**	**8**	**9**	**+1**
Captain	0	1	+1			
Sergeant	2	1	-1			
Officer	2	2	0			
Senior Clerk				1	1	0
Management Assistant				0	1	+1
PSA				7	7	0
Sector Patrol	**93**	**93**	**0**			
Lieutenant	5	4	-1			
Sergeant	11	13	+2			
Officer	77	76	-1			
Specialized Units	**15**	**66**	**+51**			
Lieutenant	0	1	+1			
Sergeant	2	4	+2			
Officer (Foot/Bike Beat)	2	35	+33			
Officer (Homeless Outreach)	0	4	+4			
Officer (Plainclothes)	9	14	+5			
Officer (Park/Shoplifting)	2	2	0			
Officer (Keeper)	0	6	+6			
STATION TOTAL	**112**	**163**	**+51**	**8**	**9**	**+1**

Staffing Notes and Considerations

- **Using the calls for service (CFS) workload-based methodology, Tenderloin Station is 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.

- **Foot/Bike Beats in the Tenderloin district have been drastically reduced, with only one currently active foot beat officers.** Like other districts, most of the full duty members are being proactively focused on their sector patrols. Under appropriate staffing levels, Tenderloin would have at least four footbeats.

- **Tenderloin has station members being taken for the new Hospitality Zone Task Force and for the Sixth Street beat.** In February 2025, newly elected Mayor Daniel Lurie announced plans to emphasis more officer presence in Union Square (named the Hospitality Zone Task Force) and

Sixth Street. These two zones are not fully in the Tenderloin District, and officers working in these areas cuts into Tenderloin District's dedicated coverage.

- **On a citywide level, Foot/Bike Beat officers have been significantly prioritized in the mid-Market Street.** 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."[3] Additionally, in 2025, DMACC has taken over the Sixth Street footbeat and has dedicated officers belonging to the DMACC unit that work this beat. The DMACC unit overall works very closely with Tenderloin district.

---

[3] 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.

Drug Market Agency Coordination Center (DMACC)

As part of the Mid-City Division, the 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. 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. DMACC is organized into four focus areas: Fugitive Recover Enforcement Team (FRET), Healthy Street Operations Center (HSOC), Narcotics, and Enforcement Team.

Durg Market Coordination Center (DMACC)						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	**5**	**3**	**-2**	**1**	**1**	**0**
Captain	2	1	-1			
Lieutenant	2	1	-1			
Sergeant	1	1	0			
Management Assistant				0	1	+1
PSA				1	0	-1
FRET	**6**	**12**	**+6**			
Sergeant	1	2	+1			
Officer	5	10	+5			
Narcotics	**30**	**37**	**+7**			
Lieutenant	0	1	+1			
Sergeant	7	6	-1			
Officer	23	30	+7			
Enforcement Team	**14**	**16**	**+2**			
Sergeant	2	2	0			
Officer	12	14	+2			
HSOC	**30**	**33**	**+3**			
Lieutenant	1	1	0			
Sergeant	3	4	+1			
Officer	26	28	+2			
STATION TOTAL	**85**	**101**	**+16**	**1**	**1**	**0**

Administration Staffing Notes and Considerations

- There is a need for administrative analysts to assist the DMACC unit. However, instead of assigning dedicated analysts to DMACC, the staffing analysis team recommends that analysts from the Crime Strategies Division be used as assistance instead.

- The Project Team recommends the lieutenant in DMACC Administration to collaborate with homeless outreach officers at all ten district stations when citywide homeless outreach initiatives are needed.

Fugitive Recover Enforcement Team (FRET)

The Fugitive Recover Enforcement Team has been reestablished at SFPD as part of the Drug Market Agency Coordination Center within 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.

The Project Team recommends staffing for Homeless Outreach Officers at the various district stations as well as within the centralized HSOC unit. This would strengthen community relationships by allowing the Officers to become more familiar with the specific individuals, locations, and challenges within their assigned district. Furthermore, this would promote consistency in outreach efforts, allowing for more sustained engagement, improved coordination with local service providers, and better long-term outcomes for individuals experiencing homelessness. Moreover, with the centralized HSOC unit, the Department will have the capability to target homeless-related operations in specific areas on a citywide level. Addressing the homelessness is a major priority for the Mayor and communities in San Francisco.

Narcotics

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

Narcotics is actively conducting search warrants, making arrests, and booking offenders. Narcotics also rebooks cases for the District Attorney's office.

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

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

As Narcotics is an entirely proactive unit, its staffing level and focus should align with Department priorities and community needs. This staffing recommendation is largely based on the complex investigations that the Narcotics Division takes on. It is also based on the multiple "buy / bust" operations that are conducted each month. Some of the investigations that are conducted require a great deal of surveillance within San Francisco and out of county.

The staffing analysis team recommends the following breakdown for a fully staffed Narcotics team: One lieutenant who oversees the Narcotics Division; three separate investigation teams each composing of one sergeant and seven officers; two Narcotics administration sergeants to handle duties including DEA federal complaints and follow ups on pending investigation cases, amongst other duties; a team of one sergeant and six officers for enforcement; and three officers and three Prop F Per Diem employees to assist with rebooking processes.

Enforcement Team (ETEAM)

The DMACC Enforcement Team (ETEAM) was established to address both internal and external enforcement requests within designated areas. Its members are responsible for managing and responding to quality-of-life concerns, as well as fulfilling enforcement and support functions. The ETEAM collaborates closely with the Fugitive Recovery Enforcement Team, Narcotics Unit, and other investigative and patrol divisions of the San Francisco Police Department.

FOB – Other Units

The Field Operations Bureau includes additional units that provide centralized support in functions such as event planning, licensing and permitting, 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	26	38	+12	1	17	+16
Community Engagement Division (CED)	5	10	+5	6	3	-3
Crime Strategies	0	0	0	10	27	+17
FOB - OTHER UNITS TOTAL	31	48	+17	17	47	+30

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. There is currently one Captain assigned to FOB-HQ administration that oversees all the services and duties performed by the sub-units. The Staffing Analysis Team recommends keeping this Captain in its current role.

The FOB-HQ 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 400+ 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 units is responsible for determining staffing plans for large citywide events, and for assisting the District Stations manage events in their district. At this time, there are no workload metrics for the unit and staffing is determined using the non-scaling methodology.

Report Writing Unit

This unit was reestablished in the initial phase of Covid-19 to take "cold" reports from citizens after being transferred from dispatch to alleviate work from sector patrol and to prevent unnecessary covid exposure for Department members. 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. Due to staffing shortages, the Report Writing Unit (RWU) has been suspended. 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 typically 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. Due to other Department priorities, recent organization changes, and new units, the Night Captains are currently being staffed by Lieutenants within FOB.

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 new and renewal permit applications per month, and approximately 400 total Alcoholic Beverage Control (ABC) licenses processed in 2024, 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 approximately 5000 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 50 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 600 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 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) and Hostage Crisis Negotiation Team (HCNT)

The Crisis Intervention Team (CIT) is a specialized program designed to improve police interactions with individuals experiencing mental health and/or substance use crises. Its mission is to equip officers with the knowledge and techniques needed to reduce risk in these encounters, enhance public safety, and connect individuals to appropriate resources.

CIT provides comprehensive, POST-certified training to all police personnel, including a 40-hour Crisis Intervention Certification Course that focuses on crisis intervention skills and mental health awareness, and a 10-hour Field Tactics/CIT Course that is required for all members assigned to patrol, investigative, and administrative units. As of July 2025, 97% of all sworn members have received 10-hour CIT training, with the only exceptions being those currently on leave. The 40-hour course is offered to both sworn personnel and other law enforcement agencies, with 1,263 of current SFPD sworn members having completed it.

CIT maintains a strong field presence through partnerships and specialized assignments. The CIT Field Unit works alongside the Department of Public Health's Comprehensive Crisis Services (CCS), responding jointly to situations involving high-risk subjects who pose potential safety concerns. In these responses, CIT officers provide on-scene support through de-escalation, crisis negotiation, and safety protocols, while CCS delivers follow-up services and support.

Each of the 10 district stations has designated CIT Liaisons, as directed by Department General Order 5.21. These 20+ liaisons facilitate CIT practices within their stations, ensure coordination with the central CIT Field Unit, and help identify and engage subjects of concern. CIT is recognized as both a Department and City priority, with staffing not scaled to workload or other operational metrics.

Additionally, there is a **The Hostage Crisis Negotiation Team (HCNT)**. This is a collateral assignment, meaning no members are assigned to the unit full-time. Instead, trained negotiators maintain their primary duties elsewhere in the department and are activated as needed to respond to critical incidents. Currently, there are 51 trained negotiators on the roster, 42 of whom are considered active. The remaining nine members are either on leave or assigned to duties that may limit their ability to respond to callouts.

When deployed, HCNT negotiators respond to incidents involving hostages, barricaded suspects, or individuals threatening self-harm. The number of responding members typically ranges from three to six, depending on the complexity and duration of the incident. In extended or high-intensity events, a secondary team may be activated to relieve the initial responders.

The team is led by one Officer in Charge and one Executive Officer and is organized into four teams of approximately 10 negotiators each. This structure allows the department to maintain a broad base of trained personnel capable of providing skilled negotiation support when needed, while ensuring members continue to fulfill their primary departmental responsibilities.

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	2	2	0			
Captain	1	1	0			
Officer (Lobby)	1	1	0			
Alcohol Liaison Unit (ALU) and Permits	3	4	+1	1	5	+4
Sergeant	0	1	+1			
Officer	3	3	0			
Management Assistant				0	2	+2
Senior Clerk				1	3	+2
DEM Liaison	3	1	-2			
Lieutenant	1	1	0			
Sergeant	1	0	-1			
Officer	1	0	-1			
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	9	21	+12	0	4	+4
Lieutenant	1	1	0			
Sergeant	1	4	+3			
Officer	7	16	+9			
Clinician				0	4	+4
Report Writing Unit				0	7	+7
PSA Supervisor				0	2	+2
PSA				0	5	+5
Night Captains	2	3	+1			
Captain	0	3	+3			
Lieutenant	2	0	-2			
FOB-HQ TOTAL	26	38	+12	1	17	+16

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.**

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. Previously, CED was managed by a Commander. The Staffing Analysis Team recommends that CED be led by a Captain instead.

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 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.

- CED continues to actively support and expand the *Community Ambassador Program*, deploying retired, non-sworn officers as a visible and proactive complement to traditional policing. As of April 2023, an additional 25 ambassadors were added better serve commercial and merchant corridors across neighborhoods such as the Outer Sunset, Hayes Valley, Castro, Fillmore, West Portal, and Fisherman's Wharf. This expansion underscores a strategic shift to bolster community safety through non-enforcement presence, allowing sworn officers to focus on calls requiring police response while ambassadors help bridge gaps through engagement and support.

- The *Cadet Program* is responsible for employing and training 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

- **Currently, CED does not have sufficient members leading operations.** The Staffing Analysis team recommends one Captain, one Lieutenant, two sergeants, and six officers dedicated to CED. Additionally, CED should be staffed with three management assistants to support any tasks that does not need to be done by a sworn member.

Recommended staffing for CED is shown in the table below.

Community Engagement Division (CED)						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
CED Admin						
Captain	1	1	0			
Lieutenant	0	1	+1			
Sergeant	2	2	0			
Officer	2	6	+4			
Management Assistant				3	3	0
Senior Administrative Analyst				1	0	-1
Police Services Aide				2	0	-2
CED TOTAL	**5**	**10**	**5**	**6**	**3**	**-3**

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 partner law enforcement agencies 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 monthly Crime Strategies meetings; 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 Gun Violence 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 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). Tactical analyses are on a case-by-case basis.

Case support requires a specialized skillset so that Analysts can testify in court. Some of these specialized skills are gained officially through trainings in 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.

The CSD's analysts are vital due to their assistance with requests from different units. Some of these assignments or responsibilities include, but are not limited to, supporting the Drug Market Agency Coordination Center (DMACC), Sixth Street corridor, the Healthy Streets Operations Center (HSOC) daily operations, the Organized Retail Theft Prevention Grant Program, the Real-Time Investigation Center (RTIC), and the Community Violence Reduction Team (CVRT). Due to a critical reduction in analyst staffing in 2025, internal and external requests cannot be efficiently fulfilled.

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. 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 be given a promotional opportunity based on 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
				10	27	+17
Director				1	1	0
Principal Admin Analyst				0	2	+2
Senior Admin Analyst				4	8	+4
Admin Analyst				4	15	+11
Management Assistant				1	1	0
DIVISION TOTAL	**0**	**0**	**0**	**10**	**27**	**+17**

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 Senior Administrative Analyst temporarily filling in as a 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).
- CSD has one management assistant position that the staffing analyst team recommends being kept. This Management Assistant is important to continue supporting the CSD director with any needs for the Division.

Investigations Bureau

Overview

The Investigations Bureau includes Divisions and units that are responsible for investigating potentially solvable cases 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. The Investigations Bureau has undergone multiple restructuring, and the organizational chart below provides the most up to date depiction of the current structure.

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 and emerging crime trends.

The table below shows recommended staffing for the Investigations Bureau.

Investigations Bureau						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Division or Unit						
Investigations - Admin	3	3	0	4	3	-1
Strategic Investigations	37	69	+32	2	3	+1
Major Crimes	51	64	+13	4	4	0
General Crimes	63	80	+17	3	9	+6
Special Investigations	23	31	+8	1	1	0
Special Victims	35	44	+9	4	4	0
Forensic Services	16	0	-16	67	99	+32
BUREAU TOTAL	**228**	**291**	**+63**	**85**	**123**	**+38**

Organizational Chart

Investigations Bureau

```
Assistant Chief, Operations
        │
Deputy Chief, Investigations Bureau
        │
   ┌────────────┼────────────┐
Commander,    Special      Director,
Investigations Investigations Forensic Services
              Division      Division

Strategic     Designated    Crime Lab
Investigations Investigations
Major Crimes  Dignitary     CSI
              Protection
General Crimes Arson/Hate Crimes  ID-ABIS
Special Victims USMS
              NCRIC
```
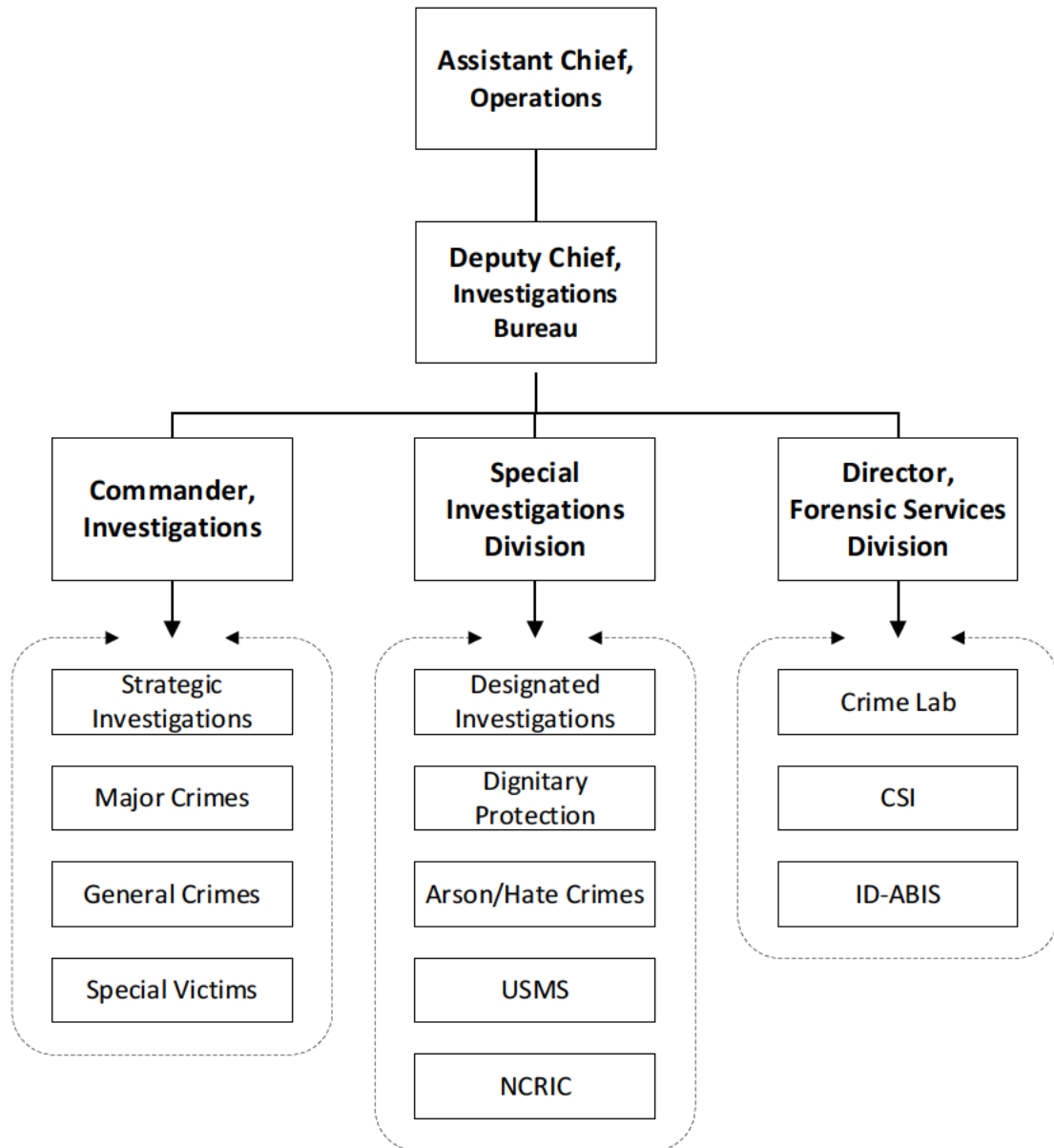
Methodologies Used to Determine Staffing

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:

Workload Hours = [Number of cases assigned] x [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, Special Victims Unit, Forensic Services, and Strategic Investigations Division. 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**	**4**	**3**	**-1**
Deputy Chief	0	1	+1			
Commander	1	1	0			
Sergeant	1	1	0			
Officer	1	0	-1			
Clerk				1	1	0
Executive Secretary				1	1	0
Police Services Aide				2	1	-1

Strategic Investigations Division

The Strategic Investigations Division includes Real Time Crime Center (RTIC), the Strategic Investigations Unit (SIU), Technical Services Unit (TSU), and the Drone unit. Strategic Investigations was realigned to improve communication and pool resources. 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	0	1	+1	1	1	0
Strategic Investigations Unit	13	17	+4			
Technical Services Unit	9	10	+1			
Real Time Crime Center	10	20	+10	1	2	+1
Drone Unit	5	21	+16			
DIVISION TOTAL	37	69	+32	2	3	+1

Strategic Investigations Unit (SIU)

In March 2024, the Night Investigations Unit (NIU) was restructured and is now known as the Strategic Investigations Unit (SIU). The SIU is dedicated to investigating serious criminal incidents such as robbery, burglary, aggravated assaults, assaults on police officers, shootings, and stabbings that result in life-threatening injuries.

The SIU operates 24/7 with on-duty personnel to ensure immediate responses and increase suspect apprehension.

Strategic Investigations Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Strategic Investigations Unit	13	17	+4	0	0	0
Lieutenant	1	1	0			
Sergeant	10	14	+4			
Officer	2	2	0			

Staffing Methodologies by Position

- The Lieutenant position serves as the Officer in Charge (OIC) of SIU. 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. As a new unit, staffing was determined using the non-scaling methodology, but the Project Team recommends tracking workload metrics to utilize in future analysis.

- The Officer position conducts proactive law enforcement activities as directed by the needs of the cases. Staffing is determined using the non-scaling methodology.

Technical Services Unit (TSU)

The Technical Services Unit supports investigative units such as Homicide, Robbery, Burglary, and the Community Violence Reduction Team by assisting in the location and apprehension of suspects. The unit conducts both physical and electronic surveillance, including phone tracking, to aid in suspect identification and arrest. Personnel in Technical Services are experts in cell phone tracking laws and regulations, and they provide guidance to other investigators in preparing warrant applications. The unit's workload is directly driven by the needs of other investigative teams. Due to the unique functions of the Technical Services Unit and the varying workload of other units that it supports, the non-scaling methodology is used to determine staffing recommendations.

Strategic Investigations Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Technical Services Unit	**9**	**10**	**+1**	**0**	**0**	**0**
Lieutenant	1	1	0			
Sergeant	3	3	0			
Officer	5	6	+1			

Real Time Crime Center (RTIC)

San Francisco Police Department (SFPD) has opened a new, high-tech Real Time Investigations Center (RTIC), funded by $9.4 million in donations from Ripple, the San Francisco Police Community Foundation, and Crankstart. The upgraded facility features advanced technology, including drones, automated license plate readers, video walls, and real-time analytics, all designed to modernize police operations and improve public safety. The RTIC's creation was made possible by the passage of Proposition E in March 2024, which expanded SFPD's ability to use modern policing tools with proper oversight.

Since its launch, the RTIC has contributed to significant reductions in crime across San Francisco, including a 41% drop in auto thefts and a 30% decrease in overall citywide crime. The center has supported over 500 arrests and helped prevent dangerous vehicle pursuits, showcasing the positive impact of technology-driven policing. The initiative is widely seen as a model for balancing effective law enforcement with transparency and civil liberties.

Strategic Investigations Division						
	SWORN			**CIVILIAN**		
	Current	Recommended	Need	Current	Recommended	Need
Real Time Crime Center	**10**	**20**	**+10**	**1**	**2**	**+1**
Lieutenant	1	1	0			
Sergeant	1	1	0			
Officer	8	18	+10			
Police Services Aide				1	2	+1

Staffing Methodologies by Position

- The Lieutenant position serves as the Officer in Charge (OIC) of RTIC, and the Sergeant provides direct supervision. Given the unique supervisory duties of these positions, staffing is determined using the non-scaling methodology.
- The Officer position conducts proactive law enforcement activities to support various operations and other units within the Investigations Bureau. Due to these unique functions, the recommendation for Officers in this unit is non-scaling. The Project Team recommends RTIC to track metrics of workload for future analysis.

Drone Program

As mentioned earlier in this report, 2024 Proposition E authorized the San Francisco Police Department (SFPD) to begin using unmanned aerial systems (UAS)—commonly referred to as drones—for law enforcement operations. This marked the first time since the disbandment of SFPD's helicopter unit in 2000 which provided the Department access to aerial surveillance capabilities.

The drone program officially launched in mid-2024 with an initial deployment of six drones, with use cases limited to specific situations such as vehicle pursuits, search and rescue, robberies, critical incidents, and certain pre-planned operations. Drone usage is primarily governed by Departmental policy, but all operations must also comply with Federal Aviation Administration (FAA) regulations and local oversight rules.

As the SFPD drone program is still in its early stages of implementation, its operational and administrative requirements are still being developed. However, the expansion of drone usage, both in frequency and complexity, has introduced several staffing needs that were not previously identified within the Department's budget or the previous staffing analysis. These needs are tied to both the technical requirements of operating drones and the infrastructure necessary to support their deployment within existing policing frameworks.

- **There is a need for structured Administrative and Management Support.** Some of the responsibilities that need to be handled include the expansion and acquisition of drone

related equipment and facilities, training coordination for new drone pilots, tracking and reporting flight logs, and ensuring all regulatory requirements are followed.

- **There is also an operational need for the Drone Unit which relies heavily on personnel capable of deploying and piloting drones in dynamic, high-pressure situations.** These pilots are primarily responsible for the mechanical operation of the drones, but this position also requires knowledge to ensure operations align with legal standards, tactical goals, and real-time situational awareness. The nature of the situations in which drones are deployed, such as during active crime scenes, critical incidents, and rapidly evolving emergencies, makes it essential for drone operators to have formal law enforcement training and experience. **Therefore, the project team recommends that all drone pilots be staffed by sworn Officers at this time.**

Based on the operational and administrative needs of the drone program, it is recommended that the unit be staffed with **one Lieutenant, five Sergeants, and 15 Officers** to cover all aspects needed for the new Drone Unit. One of the 15 officers would be assigned specifically to manage the technical services related to drone equipment, including maintenance and system functionality. If the Department continues to expand the Drone Unit to cover additional geographic areas in the City, or to provide additional coverage throughout all times of the day, it is likely there will be a greater need for staffing and resources.

Strategic Investigations Division						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Drone Unit	**5**	**21**	**+16**	**0**	**0**	**0**
Lieutenant	0	1	+1			
Sergeant	1	5	+4			
Officer	4	15	+11			

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			
Homicide	14	16	+2	3	3	0
Missing Persons	3	6	+3			
Violence Reduction Team	25	28	+3	1	1	0
Crime Gun Investigations	8	13	+5			
DIVISION TOTAL	51	64	+13	4	4	0

Homicide Unit

The Homicide Unit is tasked with investigating all homicides and deaths deemed suspicious by the San Francisco Medical Examiner's Office, as well as officer-involved shootings (OIS) carried out by external agencies such as the FBI, CHP, UCSF, SFSD, BART, and others. Given the complexity and gravity of these cases, homicide investigations demand thorough investigative efforts and detailed, time-intensive documentation. Each homicide case is led by a Sergeant Investigator, who is typically supported by a team of three to four additional Investigators.

Caseload & Current Trends

Homicide Data, 2021 – 2024					
	2021	2022	2023	2024	2023 vs. 2024
Total Homicides as of Dec 31	56	56	51	35	-31%

Over the past four years, the number of cases has steadily declined. However, the complexity of each case has increased, as evidenced by a greater number of tasks per case and longer investigation times. This is largely due to recent policy and procedural changes that require updated protocols for working with the District Attorney's office. Additionally, Homicide Investigators now work more closely with CVRT and CGIC investigators, especially on FBI-led firearm homicide cases, which adds necessary collaboration and further extends the time needed to resolve each case.

Major Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Homicide	14	16	+2	3	3	0
Lieutenant	1	1	0			
Sergeant	12	14	+2			
Officer	1	1	0			
Secretary				1	1	0
Police Services Aide				2	2	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 35 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.
- The Police Services Aide (PSA) position provides support to Investigators by handling a variety of administrative tasks, including managing case files, retrieving files for Public Records Act (PRA) requests and legal matters, answering phones, assisting with front desk intake, and updating statistics, records, and other documentation.

Missing Persons

The Missing Persons Unit of the San Francisco Police Department is responsible for investigating all cases involving missing individuals. These cases may involve people who are victims of a crime, require urgent medical attention, are physically or mentally impaired, or have gone missing voluntarily. The OIC of the Homicide Unit also oversees and supervises the Missing Persons unit as it has been restructured from the Special Victims Unit. In 2024, the unit investigated 636 cases which is the primarily workload metric utilized to determine the recommended staffing shown below. Additionally, the unit has a backlog of approximately 1,300 cases due to current staffing shortages.

Major Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Missing Persons	3	6	+3	0	0	0
Sergeant	3	6	+3			

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.

Major Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Violence Reduction Team	**25**	**28**	**+3**	**1**	**1**	**0**
Lieutenant	2	2	0			
Sergeant	10	11	+1			
Officer	13	15	+2			
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 aiding in surveillance and intel to other units. Staffing for this position is determined using a workload-based methodology based on 207 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. 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 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.

Major Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Crime Gun Investigations	**8**	**13**	**+5**			
Lieutenant	1	1	0			
Sergeant	3	6	+3			
Officer	4	6	+2			

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, and a proactive time utilization rate to account for the unit's extensive surveillance efforts.
- Casework is split collaboratively between Sergeants and Officers; however, Officers conduct designated casework tasks such as search warrants and surveillance.

General Crimes Division

The General Crimes Division is comprised of the Robbery, Financial Crimes, General Work, Burglary, and Organized Retail Crime (ORC).

The General Crimes Division is overseen by a Captain, a leadership role that does not scale based on workload. Recommended staffing levels for the General Crimes Division are outlined below.

General Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0			
General Work Detail	19	18	-1	2	4	+2
Robbery	14	18	+4	0	1	+1
Burglary	16	21	+5	1	2	+1
Organized Retail Crime	9	15	+6	0	1	+1
Financial Crimes	4	7	+3	0	1	+1
DIVISION TOTAL	63	80	+17	3	9	+6

General Work Detail

The General Work Detail, overseen by a Lieutenant, is tasked with investigating a broad range of general crime incidents across San Francisco's 10 District Stations. This unit handles cases that do not meet the criteria for specialized investigative teams such as Special Victims, the Community Violence Reduction Team (CVRT), Robbery, or Burglary. In recent years, the distribution of case assignments has evolved: General Work Detail now manages case types that were previously the responsibility of the Robbery and Burglary units, as those teams have shifted focus to the most complex cases within their specialties.

General Work Detail is responsible for investigating a variety of offenses, including aggravated assaults, felony or non-gang related firearm possession, certain terrorist threats, non-domestic violence related kidnappings, and incidents involving vicious dogs. Due to current crime trends and changes in case assignment protocols, the unit faces a high volume of cases. Workload analysis indicates that the caseload managed by General Work Detail requires substantial resources.

The structure of General Work Detail has adapted over time to meet changing priorities and staffing needs. While command has alternated between centralized oversight in the Investigations Bureau and decentralized management at District Stations, it is currently centralized under the Captain responsible for General Crimes. Sergeants serve as Investigators, dedicating most of their time to casework, with limited time allocated for court appearances and minimal administrative duties.

Police Service Aides provide essential administrative support, enabling sworn Investigators to focus on specialized casework. Their responsibilities include: data entry, drafting crime alert emails, responding to report requests, tracking caseload metrics, supporting investigative research, providing rebooking support where appropriate, reviewing crime bulletins, and recording payroll. Given the extensive and unique supportive duties, it is appropriate to assign four PSAs to support the General Work Detail using the non-scaling methodology.

General Work Detail manages a significant portion of the Department's rebooking's. Rebooking's are a substantial part of the workload, as they must be completed within strict time constraints and the daily volume is unpredictable.

General Crimes Division						
	SWORN			**CIVILIAN**		
	Current	Recommended	Need	Current	Recommended	Need
General Work Detail	19	18	-1	2	4	+2
Lieutenant	1	1	0			
Sergeant	17	16	-1			
Officer	1	1	0			
Police Services Aide (PSA)				2	4	+2

Staffing Methodologies by Position

- The staffing recommendation for the General Work Detail is based on the 2022 citywide case assignment data, as the unit was unable to provide updated metrics.
- 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.
- The Officer positions serve as video retrieval officers for all 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.

Robbery

The Robbery Unit is responsible for investigating the most serious and complex robbery cases, which often demand thorough and detailed investigations—such as serial robberies. Department Notice 22-032,

effective March 2022, set forth new protocols, assigning the Robbery Unit to oversee most robbery cases, review all robbery reports, and collaborate with the General Work Detail to determine case assignments. Department Notice 22-020 further clarifies that the Robbery Unit handles cases involving bank and armored transport robberies, home invasions, carjackings, robberies involving hostages or injured victims, robbery series that span multiple districts or jurisdictions, commercial robberies, as well as street robberies-both armed and unarmed.

Assignment criteria among the Robbery Unit, General Work Detail, and Burglary Unit have changed in response to shifting crime patterns and case volumes. The rising number and complexity of robbery cases have made it impractical for the Robbery Unit to investigate every incident. For example, there has been a notable increase in Estes robberies, where loss prevention staff confront shoplifters who then use force or threats to escape, escalating the crime from shoplifting to robbery.

The current division of responsibilities is as follows: The Robbery Unit now handles all robberies except for Estes (Phillips) robberies. The Organized Retail Crime Unit is responsible for all incidents involving retail theft. The General Work Detail manages all Estes (Phillips) robberies.

Technological improvements, such as RTIC, the use of drones, enhanced video retrieval and local expertise at District Stations, have also contributed to more effective suspect identification and apprehension.

Despite the redistribution of responsibilities, the Robbery Unit continues to manage a substantial workload due to the high complexity and seriousness of the cases it retains.

General Crimes Division						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Robbery	**14**	**18**	**+4**	**0**	**1**	**+1**
Lieutenant	2	1	-1			
Sergeant	11	16	+5			
Officer	1	1	0			
Police Services Aide				0	1	+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.
- 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.

- The project team recommends transferring one Police Services Aide (PSA) position from Investigation Admin to Robbery since one of the PSAs currently provides dedicated support the Robbery unit.

Burglary Unit

The Burglary Unit Is responsible for the investigation of all residential, and commercial burglaries throughout San Francisco. The Burglary unit is also responsible for investigating all completed or attempted auto thefts, VIN switches, and chop shop cases. SFPD significantly increased both the number and geographic coverage of patrols in neighborhoods most affected by this trend. The Department also partnered closely with community groups, launching an intensive educational outreach campaign. Over the past two years, crime statistics have trended downward; 5077 burglary incidents in 2024, a 11% decrease compared to 2023.

General Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Burglary/Retail Theft	**16**	**21**	**+5**	**1**	**2**	**+1**
Lieutenant	1	1	0			
Sergeant	12	18	+6			
Officer	3	2	-1			
Police Services Aide				1	2	+1

Staffing Methodologies by Position

- The Lieutenant position serves as the Officer in Charge (OIC) of Burglary 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.
- The Officer positions assigned to the Burglary unit are responsible for creating and publishing crime bulletins, video retrieval and review related to *all* burglary cases. Given the unique responsibilities of this position, staffing is determined using the non-scaling methodology.
- The Police Services Aide is responsible for payroll, HRMS entries, public records act request, court sealing compliances, case assignment logs, assists with the vehicle theft abatement program, manages unit case files and shipping to GRM, manages the units supplies, answers phones and the front door, etc.

Organized Retail Crime

Organized retail theft significantly impacts retailers across the United States, affecting both large national chains and small, locally owned businesses. According to the National Retail Federation's Shoplifting incidents are on the rise. Retailers surveyed experienced a 93% increase in the average number of shoplifting incidents per year in 2023 versus 2019 and a 90% increase in dollar loss due to shoplifting during that same time period. And the rise in shoplifting has continued past the pandemic. From 2022 to

2023, retailers surveyed saw a 26% increase in shoplifting incidents on average. Shoplifting has become a problem many retailers face daily. Those surveyed experienced an average of 177 shoplifting incidents per day in 2023, but that can go up to over 1,000 depending on the retail sector.

In response, former Mayor London Breed introduced San Francisco's Organized Retail Crime Initiative. This initiative aims to enhance the reporting, investigation, and resolution of retail theft cases, target criminal enterprises, and strengthen partnerships between the SFPD, local retailers, and regional law enforcement agencies. The initiative includes expanding the SFPD's Organized Retail Crime Unit, previously part of the Burglary Unit, adding a dedicated lieutenant, and restructuring deployments. It also involves dedicating SFPD personnel to coordinated field operations, tripling the Community Ambassador program, and managing privately funded deployments for deterrence. Additionally, the plan emphasized collaboration with retailers and expanding the Teleserve Unit for remote crime reporting.

The ORC unit handles citywide cases, partners with the California Highway Patrol's Organized Retail Crime Task Force, recovers stolen merchandise, conducts blitz operations, and works with the retail industry to reduce theft and enhance shopper safety. San Francisco's initiative aims to address organized retail crime through expanded resources, strategic partnerships, and innovative approaches to prevention and enforcement.

General Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Organized Retail Crime	**9**	**15**	**+6**	**0**	**1**	**+1**
Lieutenant	0	1	+1			
Sergeant	7	9	+2			
Officer	2	5	+3			
Police Services Aide				0	1	+1

Staffing Methodologies by Position

- The Lieutenant position serves as the Officer in Charge (OIC) of Organized Retail Crime. 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. The Project Team was unable to obtain casework or metrics to analyze workload. Therefore, staffing is determined using the non-scaling methodology. The Project Team recommends the unit to track workload now that ORC is a new unit separate from Burglary.

- Officers assigned to the ORC Unit play a vital role in supporting investigators with the core investigative functions related to all Organized Retail Crime cases. They assist with citywide investigations, search warrants, help recover stolen merchandise, take part in blitz operations, and work closely with members of the retail industry to reduce theft and increase shopper safety. Their responsibilities are essential to the ORC Unit's efforts to prevent, detect, and resolve

organized retail theft throughout the city. Given the unique responsibilities of this position, staffing is determined using the non-scaling methodology.

Financial Crimes Unit

The San Francisco Police Department's Financial Crimes Unit is tasked with the investigation of financial crimes including access card fraud, Bunco cases, check fraud, counterfeit currency, counterfeit trademark, embezzlement, false financial statements, forgery, identity theft, internet fraud, elder financial abuse, non-return of rental property, real estate and notary fraud, theft by false pretense or deceit, phone scams, counterfeit money, identity theft, and embezzlement. Scammers often target the elderly, low-income people, and business owners. The Financial Crimes Unit was moved from the Special Victims Unit to the General Crimes Unit.

Financial Crimes is overseen by one Lieutenant and three Sergeants and an administrative team that is responsible for various tasks related to case assignment and case tracking. The workload-based methodology is used to determine staffing in Financial Crimes.

General Crimes Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Financial Crimes	4	7	+3	0	1	+1
Lieutenant	1	1	0			
Sergeant	3	6	+3			
Police Services Aide				0	1	+1

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 the Mayor's Security Detail, Hate Crimes, and Arson, as well as other sub-units that liaise with regional and national initiatives.

The Special Investigations Division is overseen by a Lieutenant, and is supported by Sergeants and Officers. 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	10	+5			
Sergeant	5	10	+5			
Mayor's Security Detail	11	13	+2			
Sergeant	1	1	0			
Officer	10	12	+2			
Arson Task Force	3	4	+1			
Sergeant	3	4	+1			
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	23	31	+8	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 prior years, there were was an increase in hate crimes targeting specific groups such as the Asian American Pacific Islander (AAPI) community. Recently, there has been an increase in anti-Muslim and antisemitic hate crimes due to increase tensions in the Middle East.

- ***Mayor's Security Detail*** provides physical security to the Mayor but will also serve as the liaison to the State Department, Capitol Police, Secret Service, and various Consulates for other dignitary protection requirements.
- ***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 sensitive person crimes including sexual assault, domestic violence, child abuse, and elder abuse. Operating under a traditional investigative structure, Sergeant Investigators are assigned cases and focus primarily on casework, with limited proactive policing opportunities. Managed by a leadership team of one Captain and two Lieutenants, supported by administrative staff, the team handles case assignments, tracking, and other administrative duties to ensure efficient operations. SVU is also responsible for a significant number of rebookings, many of which are high liability and require rapid processing and close oversight, often under the direct monitoring of the District Attorney's Office. This adds to the unit's workload and underscores the importance of efficient administrative and investigative support.

Staffing levels in SVU have declined significantly due to retirements and personnel reassignment to other units. Given the high volume of cases, the Project Team recommends increasing staffing to better manage the current caseload.

Special Victims Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	**8**	**5**	**-3**	**4**	**4**	**0**
Captain	0	1	+1			
Lieutenant	2	2	0			
Sergeant	2	2	0			
Officer	4	0	-4			
Clerk				2	2	0
Police Services Aide				2	2	0
DV, Child Abuse, Sex Assault	**19**	**29**	**+10**			
Sergeant	19	29	+10			
Elder Abuse	**0**	**1**	**+1**			
Sergeant	0	1	+1			
Stalking	**1**	**1**	**0**			
Sergeant	1	1	0			
Human Trafficking	**4**	**1**	**-3**			
Sergeant	4	1	-3			
Internet Crimes (Children)	**1**	**2**	**+1**			
Sergeant	1	2	+1			
290 Sex Offenders	**1**	**3**	**+2**			
Sergeant	1	3	+2			
Cold Case	**1**	**2**	**+1**			
Sergeant	1	2	+1			
UNIT TOTAL	**35**	**44**	**+9**	**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 Sexual Assaults (2983, 117, and 1016 cases, respectively); Elder Abuse (104 cases); Stalking (59 cases); Human Trafficking (79 cases); 290 Sex Offenders (169 cases) and ICAC (28 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 and 290 sex offender investigations).

Forensic Services Division

The Forensic Services Division includes the Crime Lab, Crime Scene Investigations, and the ID Unit (also 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 brief discussion of how the Department should continue the process of civilianizing CSI. 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	41	+8
Crime Scene Investigations	16	0	-16	7	26	+19
ID-ABIS				26	31	+5
DIVISION TOTAL	**16**	**0**	**-16**	**67**	**99**	**+32**

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.

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 lower-level Criminalists, 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 Technicians/Examiners. The unit is staffed with a supervising Criminalist III, Criminalist positions that perform the casework, and two Examiners.

The Chemical Analysis Unit performs Gun Shot Residue (GSR) testing, maintains breath alcohol instruments, provides training to officers on instruments, and testifies to intoxication levels in court. In order to be fully operational, validate instruments, and conduct the work, it is estimated that the unit would need seven Criminalists. 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 is performed by one Manager and one Laboratory Technician who assist with GSR testing. Quality Assurance is responsible for ensuring compliance during audits for lab accreditation.

Crime Lab						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Administration				2	2	0
Manager V				1	1	0
Clerk				1	1	0
DNA				17	21	+4
Manager IV				1	1	0
Criminalist Supervisor				1	3	+2
Criminalist/Examiner				13	15	+2
Laboratory Technician				2	2	0
Firearms				7	8	+1
Criminalist Supervisor				1	1	0
Criminalist/Examiner				4	5	+1
NIBIN Technician				2	2	0
Chemical Analysis				5	8	+3
Criminalist Supervisor				1	1	0
Criminalist/Examiner				4	7	+3
Quality Assurance				2	2	0
Manager IV				1	1	0
Laboratory Technician				1	1	0
UNIT TOTAL	0	0	0	33	41	+8

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..
- Criminalist 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 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 staffing in the newly added Chemical Analysis Team
  - The two positions that provide Quality Assurance

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).

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.

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. 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	**13**	**0**	**-13**	**4**	**18**	**+14**
Lieutenant	1	0	-1			
Sergeant	1	0	-1			
Officer	11	0	-11			
Manager				0	1	+1
Criminalist Supervisor				1	5	+4
Criminalist/Examiner				2	11	+9
Clerk				1	1	0
CSI - Media Evidence	**2**	**0**	**-2**	**1**	**5**	**+4**
Officer	2	0	-2			
Criminalist Supervisor				1	1	0
Criminalist/Examiner				0	4	+4
CSI - SVRCFL	**1**	**0**	**-1**	**0**	**2**	**+2**
Officer	1	0	-1			
Criminalist Supervisor				0	1	+1
Criminalist/Examiner				0	1	+1
CSI - Photo Lab	**0**	**0**	**0**	**1**	**1**	**0**
Photographer				1	1	0
CSI - Forensic Artist				**1**	**0**	**-1**
Graphic Artist				1	0	-1
UNIT TOTAL	**16**	**0**	**-16**	**7**	**26**	**+19**

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 serve in the forensic examiner capacity, providing technical expertise in video, computer and cellphone evidence. CSI is operating with minimum staffing currently and this may be an opportunity to hire civilian classifications that already exist to supplement operational need. 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 this presents an opportunity to consolidate video retrieval more generally to serve the Bureau in a centralized unit.

MEU consists of a civilian Criminalist Supervisor, one Criminalist, one Officer, one Photographer, and one Forensic Artist.

The Photographer performs all Photo Lab functions, including taking 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 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. With the increase of technology and other forms of evidence utilized to solve investigations, the Project Team does not recommend a dedicated Forensic Artist.

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. As dictated by the Department of Justice, this work includes processing bookings and restraining orders Recently, the Department has transitioned staff within the ID Unit into different job classifications that better align with their actual duties and responsibilities. However, the unit still experiences staffing shortages based on given workload and to provide enough coverage throughout the day.

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				4	4	0
Forensic Latent Examiner				8	11	+3
Senior Process Clerk				12	14	+2
UNIT TOTAL	**0**	**0**	**0**	**26**	**31**	**+5**

Staffing Methodologies by Position

- The ID Bureau has two Managers to oversee the entire unit. Given the specialized supervisory nature of these positions, staffing is determined using the non-scaling methodology.
- Recommended staffing for Forensic Latent Examiner Supervisors is determined using a ratio-based methodology using 1:7 span of control. Supervisors also perform fingerprinting work but serve as the supervisor on each shift.
- Recommended staffing for Latent Examiners 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 Senior Process Clerks in the ID Bureau is determined using a workload-based methodology based on data entries, restraining orders, and other clerk duties.

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						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Division or Unit						
Special Operations - Admin	1	1	0	1	1	0
Traffic Division	48	80	+32	3	7	+4
Tactical Division	49	79	+30	7	7	0
Homeland Security Division	32	34	+2	9	10	+1
BUREAU TOTAL	**130**	**194**	**+64**	**20**	**25**	**+5**

Organizational Chart

Special Operations Bureau
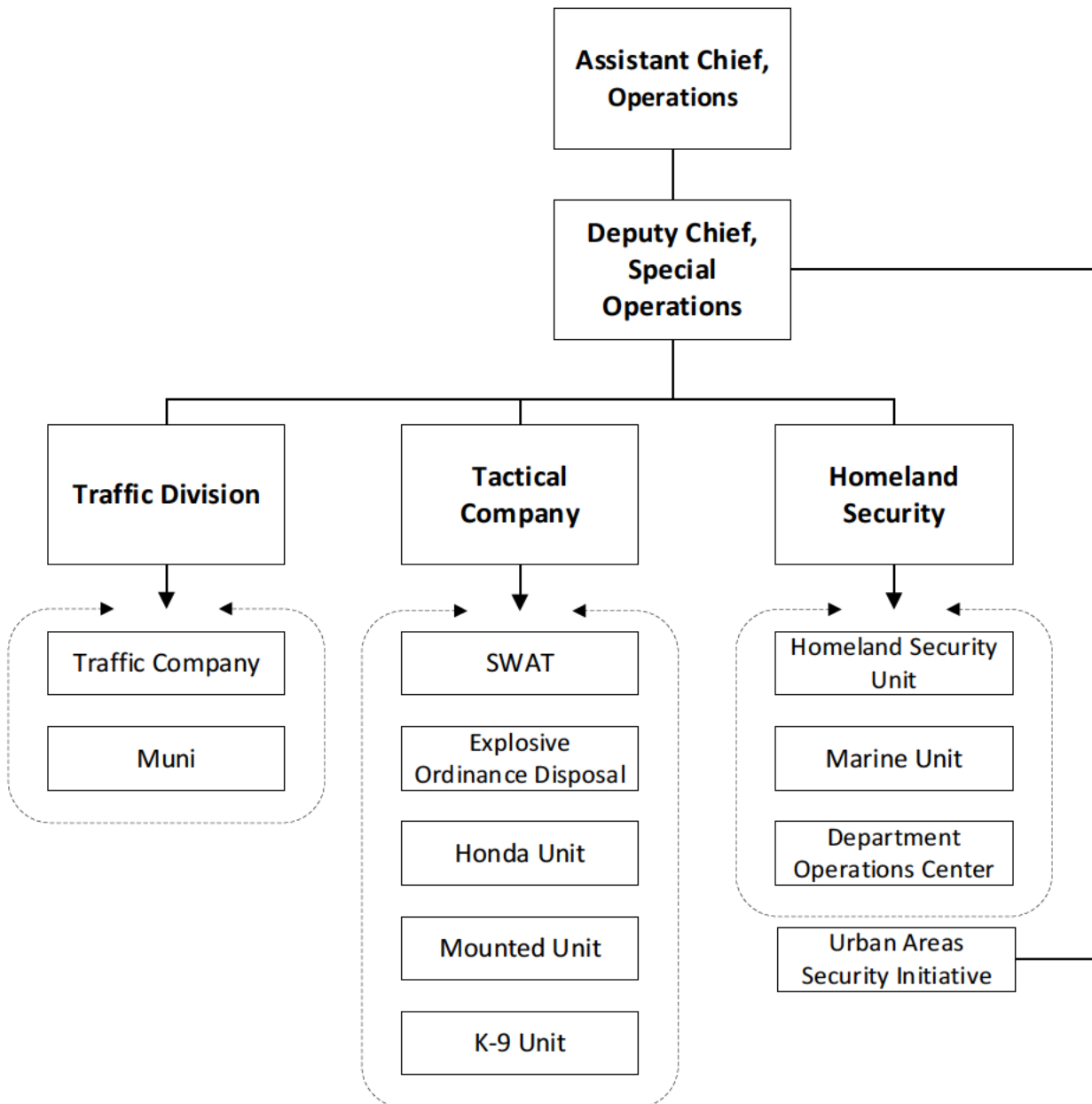
```
          ┌──────────────────┐
          │ Assistant Chief, │
          │   Operations     │
          └──────────────────┘
          ┌──────────────────┐
          │ Deputy Chief,    │
          │ Special          │
          │ Operations       │
          └──────────────────┘
```

Traffic Division	Tactical Company	Homeland Security
Traffic Company	SWAT	Homeland Security Unit
Muni	Explosive Ordinance Disposal	Marine Unit
	Honda Unit	Department Operations Center
	Mounted Unit	Urban Areas Security Initiative
	K-9 Unit	

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	9	6	-3	3	6	+3
Traffic Enforcement	23	50	+27			
Commercial Vehicle	2	2	0			
Stunt Driving Response	2	2	0			
Traffic Collision Investigations	8	14	+6	0	1	+1
Muni Enforcement	0	1	+1			
Muni Response Team (MRT)	0	0	0			
MTA K9 Team	4	5	+1			
DIVISION TOTAL	**48**	**80**	**+32**	**3**	**7**	**+4**

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 (CBOR), 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. A Vehicle Maintenance Operator (VMO) is assigned to the unit to perform regular maintenance on all motorcycles and vehicles in the Enforcement unit. 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 is one Police Services Aide (PSA) assigned to the STOP Window who receives support from the Sergeant 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 project team recommends staffing two additional PSA's at the STOP window to share responsibilities of proper coverage at the public-facing window and support all Traffic units with data tracking and administrative duties.

The Traffic Company also has five Officers dedicated to: Red Light Enforcement, driving under the influence (DUI) misdemeanor rebookings, CBOR preparations, event coordination relating to parades and large gathering demonstrations, social media management for the division, grant writing, and weekly summary updates for the Chief's Office. The Project Team recommends implementing an analyzable tracking system to assess staffing in future analyses as there are currently no tracked workload measures.

Traffic Division						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Administration	**9**	**6**	**-3**	**3**	**6**	**+3**
Commander	1	1	0			
Captain	1	1	0			
Sergeant	0	1	+1			
Officer	7	3	-4			
Police Services Aide				1	3	+2
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.

In 2014, San Francisco adopted the Vision Zero policy, aiming to eliminate traffic deaths and reduce severe injuries on the road. The initiative promotes safer streets, education on traffic safety and laws, and adopting policy changes to save lives. Vizion Zero's goal is to create a culture that prioritizes traffic safety and ensure mistakes on the roadways do not result in serious injury or death of pedestrians, motorists, and cyclists through enforcing traffic laws. Using multi-year collision data, the Traffic Company targets the top five violations linked to fatal collisions (e.g. speeding, illegal right turns, etc.) – with half of all citations tied to these Vision Zero priorities.

The Traffic Enforcement unit handles escorts and traffic for parades, marches, demonstrations, funerals, and dignitaries such as presidential visits. A safe number of motorcycle officers, referred to internally as "Solos", for a presidential escort is 50. For many large events that span multiple districts, Traffic Company will plan and execute the event planning, deployment, and facilitation.

To determine staffing recommendations this year, the project team recommends switching from a workload-based methodology to a fixed post and ratio-based span of control methodology to ensure sufficient coverage with appropriate supervision per squad.

The number of traffic citations from 2019 – 2024 has fluctuated through the years; and the data points previously used to determine staffing levels is not a proven method to translate the number of officers needed in the unit. There were 42,971 traffic violation citations issued in 2019 (pre-pandemic), 4,006 in 2022, and the number has more than tripled for 2024 to 14,448 despite a decrease in the number of officers in the unit compared to 2023. To add, San Francisco experienced 41 traffic related fatalities in 2024, making it the deadliest year on the city's roads in two decades. The increased number of citations and fatalities with the decreased number of officers is an indication that post-COVID, more drivers are back on the road which requires more police enforcement presence. Due to the insufficient staffing of Solos, the Enforcement unit has had to decline requests from district stations to assist with traffic flow and safe passage operations related to parades, protests, and other large gatherings. In 2024, traffic related incidents occurred the most between the hours of 1200 - 1900 hours. Staffing one post to the day watch and two posts to the swing watch (two groups of three squads for a full week's coverage) would provide sufficient coverage during the most incident-prone times of the day. Operationally, each post would be staffed with one Sergeant for every seven officers – the industry standard span of control metrics.

SFMTA piloted a 5-year speed-camera program in March 2025, placing cameras in 33 locations to address excessive speeding and reduce the number of severe and fatal injury traffic collisions. More than 31,000 warning citations were issued in the month of April alone. However, the lack of data due to its early stages of the program is inconclusive to determine if the program will be a factor in lowering the number

of traffic violations citations; therefore, the project team recommends revisiting this topic in the next report.

Traffic Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Traffic Enforcement	**23**	**50**	**+27**	**0**	**0**	**0**
Lieutenant	2	2	0			
Sergeant	3	6	+3			
Officer	18	42	+24			

Traffic Company – Commercial Vehicle Unit (CVU)

The Commercial Vehicle Unit (CVU) is responsible for enforcing commercial vehicle laws throughout the City and investigating all vehicle collisions resulting in death or serious bodily injury. The unit also reviews Department-wide collision reports, hit-and-run reports, performs vehicle mechanical inspections, and collaborates with outside agencies on related vehicle collision and policy 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 collision and crime scenes. The unit also serves as the Department's subject matter experts for traffic-related Department General Orders (DGOs) and Department Notices (DNs), Department Policy, and Department-wide training for all collision related items.

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 who also oversee the STOP window 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 – Traffic Collision Investigations Unit (TCIU)

The Traffic Collision Investigations Unit (TCIU) is responsible for investigating vehicle collisions resulting in death or serious injury, focusing on high-profile collisions and hit-and-run incidents. The unit is currently staffed with one Lieutenant, six Sergeants, and one Video Retrieval Officer. The unit previously received support from one Police Services Aide (PSA) who remained assigned to the Investigations Bureau after organizational restructuring. The Project Team recommends transferring this PSA 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.

For 2025, data is assessed utilizing numbers from 2023 due to the absence of the recommended PSA that typically tracks the data. 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. The number has significantly increased from 255 cases assigned in 2022 to 423 in 2023, 118 of those being serious injury cases and 29 were fatal. Non-fatal cases take approximately 48 hours to complete, whereas fatal cases take much longer. Based on these measures, TCIU would need 12 Sergeants to handle the unit's caseload.

Traffic Division						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Traffic Coll. Investigations	**8**	**14**	**+6**	**0**	**1**	**+1**
Lieutenant	1	1	0			
Sergeant	6	12	+6			
Officer	1	1	0			
Police Services Aide				0	1	+1

Traffic Company – Stunt Driving Response Unit (SDRU)

The Stunt Driving Response Unit was established in 2020 to address the large 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 gained a great deal of media attention over the last few years. 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.

The number of stunt driving events recorded have steadily declined throughout the years, noting the highest at 111 in 2021 to just 32 in 2024. To combat the number of events, a legislation law was passed in late 2020 to grant SFPD authority to impound vehicles committing illegal stunt driving. Furthermore, a new law in 2024 increased criminal penalties for people who plan and participate in sideshows and stunt driving.

SDRU is currently staffed with two dedicated Sergeants and is overseen by the Lieutenant of TCIU and Lieutenant of Traffic Enforcement. There are currently no workload measures directly related to these positions, and they are considered non-scalable for this assessment. With the steady decline of stunt

driving events, the Project Team recommends revisiting the need for dedicated SDRU Sergeants and the possibility of TCIU absorbing the unit with shared responsibilities in the future.

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

Muni Enforcement

Muni Enforcement is typically 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 and current budget deficits faced by MTA, members assigned to MRT and MTF were transferred to district stations and urgent patrol responsibilities that were needed. At this time, overtime is utilized to help provide additional Muni Enforcement and to staff special events as needed. Once MTA's budget deficit has been resolved, 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. Staffing has been limited due to the funding by SFMTA and staffing shortages of SFPD. 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	0	1	+1	0	0	0
Lieutenant	0	1	+1			

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. However, with the budget deficits MTA has been facing, it has been difficult to address the number of canines they can adequately supply. 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 typically staffed with one Sergeant, four Officers, and five dogs. The Project Team recommends revisiting the budget deficit from MTA at the next report to possibly increase the number of canines in the unit if allowed.

Traffic Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
MTA K-9 Team	4	5	+1	0	0	0
Sergeant	1	1	0			
Officer	3	4	+1			

Tactical Division

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

Tactical Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
SWAT	22	34	+12			
EOD	6	8	+2			
Honda	13	25	+12			
Mounted	2	5	+3	6	6	0
Citywide K-9	5	6	+1			
DIVISION TOTAL	49	79	+30	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	**1**	**1**	**0**	**1**	**1**	**0**
Captain	1	1	0			
Clerk				1	1	0

Special Weapons and Tactics (SWAT) Team

SWAT provides a variety of tactical-related and support services to the Department during critical incidents, high-risk search warrants, protection of officers and civilians during high-profile events, dignitary protection, and demonstrations. SWAT is also 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 training (e.g., active shooter training), 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	**22**	**34**	**+12**	**0**	**0**	**0**
Lieutenant	2	2	0			
Sergeant	0	4	+4			
Officer	20	28	+8			

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	**6**	**8**	**+2**	**0**	**0**	**0**
Sergeant	1	1	0			
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. The staffing recommendation for this leadership position is determined using the non-scaling methodology. Similar to other units in Special Operations,, the Honda Unit has been operating in a limited capacity 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	1	4	+3			
Officer	11	20	+9			

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 and must provide 24/7 coverage. 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	**2**	**5**	**+3**	**6**	**6**	**0**
Sergeant	1	1	0			
Officer	1	4	+3			
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 four officers.

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

Specialists Team

Note: Specialists assigned to the District Stations in the Field Operations Bureau or other assignments in the Department. These members possess specialized skills and training and are utilized by the Special Operations Bureau as necessary.

Specialists are typically 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.

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	5	3	-2			
Marine Unit	5	8	+3			
DOC	17	17	0	7	8	+1
UASI	1	1	0	1	1	0
Port	3	4	+1			
DIVISION TOTAL	**32**	**34**	**+2**	**9**	**10**	**+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. A Lieutenant oversees HSU and also serves as the OIC for the Marine unit.

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 are also managed through HSU. Additionally, the unit provides training as needed to other SFPD members in topics such as the utilization of radiological detection devices.

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

There are no workload measures associated with these positions, so they are considered **non-scalable** for the purpose of this assessment.

Homeland Security Division						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
HSU	**5**	**3**	**-2**	**0**	**0**	**0**
Lieutenant	1	1	0			
Sergeant	2	1	-1			
Officer	2	1	-1			

Marine Unit

The San Francisco Police Department Marine Unit is responsible for patrolling over 64 square miles of San Francisco County waterways, overlapping jurisdiction with the United States Coast Guard (USCG) – but the responsibilities and capabilities differ. The USCG is responsible for enforcing Federal laws, while the Marine Unit is responsible for enforcing State and local laws. The mission of the Marine Unit is to support maritime homeland security, law enforcement, and search and rescue operations with local, state, and federal partners. In the course of their duties, Marine Unit members regularly engage in search and rescue missions with the USCG and San Francisco Fire Department as well as other Bay Area law enforcement and fire rescue agencies. These operations include vessels in distress, boating accidents/collisions, and rescue of recreational sports enthusiasts who often get into distress due to of 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 four Officers, with the Lieutenant of HSU serving as the OIC. 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	5	8	+3	0	0	0
Sergeant	1	2	+1			
Officer	4	6	+2			

The Port Unit

The Department has established a Port Unit structured under the Homeland Security Division which currently includes three Officers. However, the unit typically has four Officers assigned. 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	3	4	+1	0	0	0
Officer	3	4	+1			

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	**17**	**17**	**0**	**7**	**8**	**+1**
Lieutenant	1	1	0			
Sergeant	3	4	+1			
Officer	13	12	-1			
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.

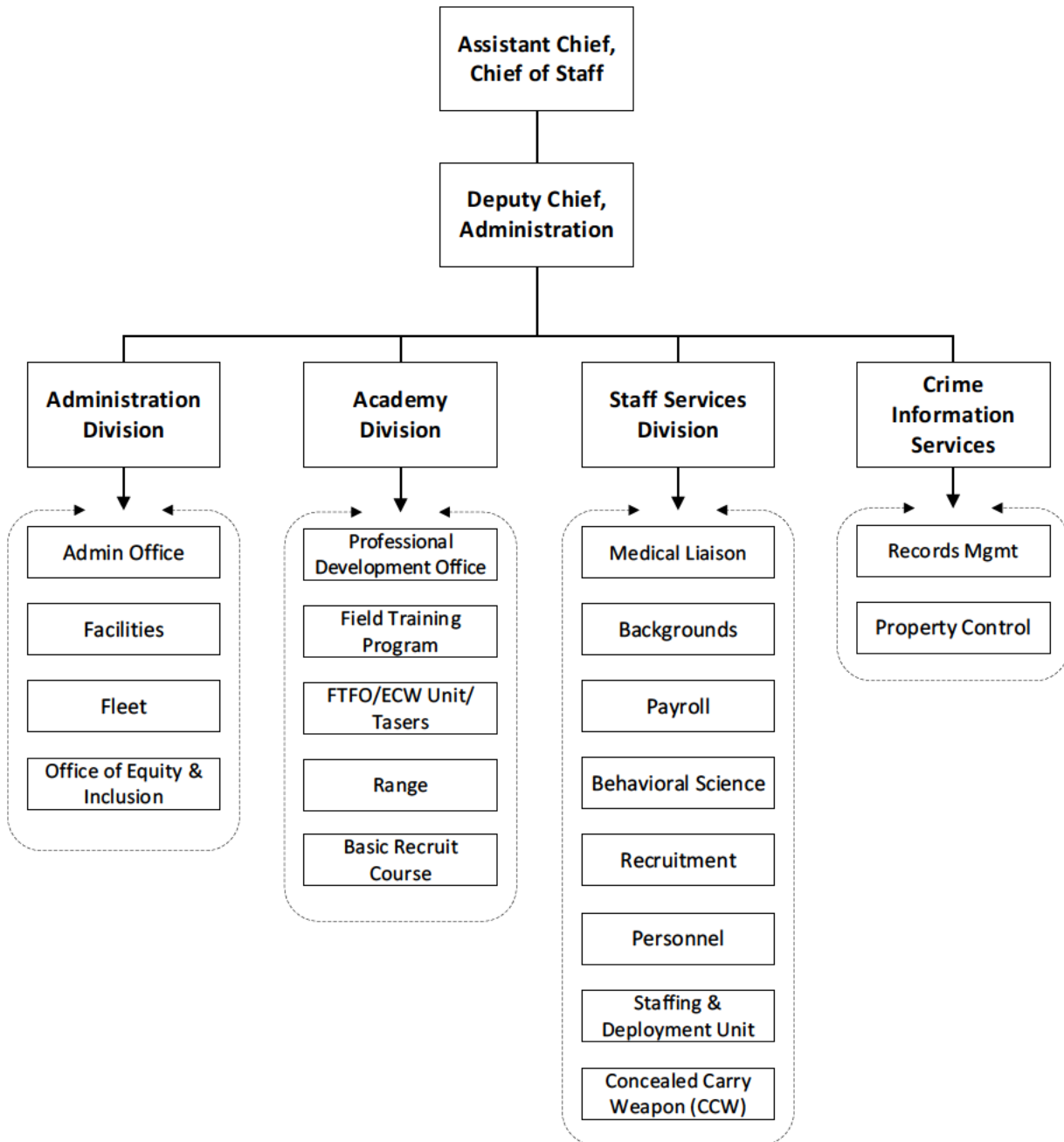| Homeland Security Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
UASI	**1**	**1**	**0**	**1**	**1**	**0**
Captain	1	1	0			
Principal Admin Analyst				1	1	0

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						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Division or Unit						
Administration - Executive	2	3	+1	1	2	+1
Administration Division	0	0	0	32	43	+11
Academy Division	44	57	+13	6	7	+1
Staff Services Division	17	13	-4	74	73	-1
Crime Information Services	22	1	-21	34	50	+16
BUREAU TOTAL	**85**	**74**	**-11**	**147**	**175**	**+28**

Organizational Chart

Administrative Services Bureau

```
                    Assistant Chief,
                    Chief of Staff
                          |
                    Deputy Chief,
                    Administration
                          |
        ┌──────────────┬──────────────┬──────────────┐
```

Administration Division	Academy Division	Staff Services Division	Crime Information Services
Admin Office	Professional Development Office	Medical Liaison	Records Mgmt
Facilities	Field Training Program	Backgrounds	Property Control
Fleet	FTFO/ECW Unit/ Tasers	Payroll	
Office of Equity & Inclusion	Range	Behavioral Science	
	Basic Recruit Course	Recruitment	
		Personnel	
		Staffing & Deployment Unit	
		Concealed Carry Weapon (CCW)	

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 Field Tactics Force Options.

Recommended Staffing by Division and Unit

Administrative Services – Administration

The Administration Bureau is overseen by a Deputy Chief who reported directly to the Assistant Chief (Chief of Staff). A Commander reported directly to the Deputy Chief and provided assistance in the management of the Administration Bureau. A Sergeant reports directly to the Deputy Chief providing high-level administrative support and deals with special projects within Administration. 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**	**3**	**+1**	**1**	**2**	**+1**
Deputy Chief	1	1	0			
Commander	0	1	+1			
Sergeant	1	1				
Executive Secretary				1	1	0
Secretary				0	1	+1

Administration Division

The Administration Division includes Fleet and Facilities, the two units responsible for managing the Department's physical assets, such as Department vehicles, buildings, and locations. 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	0	0	0	2	3	+1
Fleet	0	0	0	16	20	+4
Facilities	0	0	0	14	20	+6
DIVISION TOTAL	**0**	**0**	**0**	**32**	**43**	**+11**

Fleet and Facilities Administration

The Fleet and Facilities units are overseen by a civilian manager, with support from primarily professional staff. The unit has one Management Assistant providing administrative support while assisting both fleet and facilities in daily operations. The project team recommends the addition of one Senior Administrative Analyst as the team is required to do high-level analysis projects involving the creation and maintenance of dashboards in Power BI, performs public bids and requests for proposals (RFPs), analyzes grant proposals, and conducts cost analysis on new or existing vendor contracts. Each 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	0	0	0	2	3	+1
Fleet and Facilities Manager				1	1	0
Senior Administrative Analyst				0	1	+1
Management Assistant				1	1	0

Fleet

The Fleet unit is responsible for managing the Department's wide range of 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 (also referred to as Vehicle Maintenance Officers) who perform the functional maintenance work of the unit. Both the Fleet Manager and Auto Service Worker Supervisor 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 2025, all 10 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), the Academy, and the Hall of Justice.

Recommendation: The Department should continue realigning the reporting structure so that all Auto Service Workers report directly to the Fleet Manager in a centralized model. Currently, the majority of Auto Service Workers are still assigned to and physically report to the District Stations. Centralizing 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.

Administrative Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Fleet	**0**	**0**	**0**	**16**	**20**	**+4**
Fleet Manager				1	1	0
Auto Svc. Worker Supervisor				1	2	+1
Auto Service Worker				13	16	+3
Clerk				1	1	0

Staffing Methodologies by Position

- Fleet Manager and Auto Service Worker Supervisor are supervisory positions that are classified as non-scalable. The Auto Service Worker Supervisor has a span of control of 1:8.
- The Clerk position provides additional administrative support and 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 1,445 Department vehicles are utilized and located at non-district station assignments.

At the time of the study, there were 13 Auto Service Workers; three additional Auto Service Workers and one additional Auto Service Worker Supervisor are required based on the ratio-based methodology and span of control as mentioned above.

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 35 facilities used by the Department. Currently, there are 10 Facility Coordinators each assigned to one of the 10 District Stations and the remaining 25 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. The Maintenance Planner reports to the Superintendent and provides oversight to the Facility Coordinators; however, not all Facility Coordinators report directly to

the Facilities unit. Some positions report to the respective Commanding Officer at the District Station to which they are assigned.

The project team recommends the addition of six Utility Workers and five Facilities Coordinators into the unit. Under the Superintendent's guidance, the Utility Workers would assist the Maintenance Planner and Facility Coordinators when extra labor is needed for projects. Utility Workers differ from Facility Coordinators as the Utility Workers are not tied to a designated facility and the maintenance, evaluation, and procurement of materials of a facility. Utility Workers are only able to provide general maintenance, minor repair and installation work, removal of debris from building grounds, and vehicular transportation of items, like furniture, forms, refuse, etc.

Recommendation: The Department should continue to realign 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				**14**	**20**	**+6**
Maintenance Manager				1	1	0
Maintenance Planner				0	2	+2
Facilities Coordinator				12	16	+4
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 25 facilities are not as active as the 10 District Stations, a Facility Coordinator has greater capacity to support multiple non-District Station facilities.
  - The Project Team estimates that a ratio of one Facility Coordinator per four non-District Station facilities is adequate to manage the Department's asset management program. This will enable the Building and Grounds Superintendent and Maintenance Planner to focus on high-level project management and planning for the Department instead of conducting regular preventative and corrective monitoring and maintenance. This ratio infers that six Facility Coordinators are needed to adequately support the non-Station facilities. Altogether, the Project Team estimates that 16 Facility Coordinators are required to support the Facilities Division.

- Utility Worker staffing would be heavily project-based and support the Maintenance Planner and Facility Coordinator. The position is currently classified as non-scalable, but workload should be tracked and measured for potential analysis in the future.

Academy Division

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

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

	Academy Division					
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	1	1	0	1	1	0
Professional Development Office	6	7	+1	5	5	0
Field Training Office	5	7	+2	0	1	+1
Field Tactics Force Options	5	7	+2			
Range	8	10	+2			
Basic Recruit Course	19	25	+6			
DIVISION TOTAL	44	57	+13	6	7	+1

Academy – Administration

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

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

Professional Development Office

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

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

Academy Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Professional Development Office	6	7	+1	5	5	0
Lieutenant	1	1	0			
Sergeant	2	3	+1			
Officer	3	3	0			
Management Assistant				3	3	0
Media Production Technician				2	2	0

Staffing Methodologies by Position

Staff responsibilities are assigned as follows:

- The Professional Development Office is overseen by a Lieutenant; due to the leadership responsibilities of the position, it is classified as non-scalable.
- Sergeant positions:
  - One Sergeant 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 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.
- The Officer positions are based on operational needs and are non-scalable:
  - One Officer serves as a POST/College Liaison Coordinator whose primary duties are to manage the POST certifications for the entire Department.
  - One Officer serves as the Direct Entry Lateral Program (DELP) coordinator, co-instructor for booking and detention training, and as an assistant for AO/CPT training.
  - One Officer assists the LDI Sergeant and manages the billing for training courses.

- 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 where graduating Recruit Officers from the Basic Recruit Course are then assigned to a training-designated District Station and are paired with a Field Training Officer to gain in-field experience and training. 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 seven training District Stations. FTO consults with other City Departments such as the Department of Human Resources and the Americans with Disabilities Act (ADA) Unit. Internally, FTO consults with the Behavioral Sciences Unit and the Basic Recruit Course sub-units, which include 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 reports 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.

FTO is responsible for maintaining the rolls of eligible Field Training Officers and Sergeants. The unit 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.

At reporting time, there are 199 certified FTO trainers; however, only 155 are assigned to District Stations that are eligible to receive trainees. As of May 2025, there were 56 trainees in the FTO program, but fluctuates as new recruits graduate the Academy and FTO recruit trainees complete field training.

Since 2019, FTO's responsibilities have increased due to additional administrative tasks required to develop policy and training materials. In past yearswhen the number of Recruit Officers graduating from the Basic Recruit Course declined, FTO increased 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. Additionally, the Department has recently filled each class with the maximum of 55 recruits and is expected to have additional concurrent classes moving forward, requiring additional support in FTO.

Academy Division						
	SWORN			**CIVILIAN**		
	Current	Recommended	Need	Current	Recommended	Need
Field Training Office	5	7	+2	0	1	+1
Lieutenant	1	1	0			
Sergeant	2	2	0			
Officer	2	4	+2			
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 coordination and evaluative work of the unit, and the Sergeant can direct and supervise additional 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. Currently, the Sergeants and Officers are spending more time monitoring and remediating FTO Recruit Officers, with roughly 70% of FTO Recruits Officers undergoing remediation training. With an estimated 70 – 80 trainees in the FTO program across

multiple concurrent classes based on increasing class sizes, the Project Team recommends two additional Officers.

- The Clerk position would manage all administrative and payroll duties of the unit, including station FTO Officers, and staffing is classified as non-scaling.

Field Tactics Force Options (FTFO)

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

Since FTFO was formed, the responsibilities and demands on the unit have grown. New modules and courses have been added into the pre-existing recruit and in-service member curriculum, such as crowd control and new de-escalation tactics, so that each member is better equipped to face the unique challenges during each encounter. There is also demand to have the unit create and develop even more modules and trainings. The Unit is also responsible for participating in incident review boards to help prepare training-related analysis and policy development recommendations with the Professional Standards and Principled Policing team. Staff are also responsible for conducting reviews of all officer-involved shootings (OIS), in-custody deaths, and other force-related incidents as requested by the district stations or the courts.

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

Academy Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Field Tactics Force Options	5	7	+2	0	0	0
Lieutenant	1	1	0			
Sergeant	2	2	0			
Officer	2	4	+2			

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). The Officers assigned to the Range are split into two key roles, instructors and armorers.

All firearms instructors are full-time active duty sworn members. The workload is based on firearms qualification and training duties for Department members; therefore, the role scales based on Department size: the larger the department, the greater the workload. As a result, the staffing methodology used for firearm instructor personnel scales based on the number of sworn members in the Department. 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. It is also important to note POST certification requirements mandate an instructor-to-recruit ratio of 1:3 and a ratio of 1:5 for in-service firearms qualification and training. As the Department hires more recruits with larger recruit classes, additional instructors may be needed to satisfy POST ratio requirements.

The Armorer's workload is primarily based on issuing, maintaining, managing, and repairing all the Department's firearms. Although Armorers have received POST instructor training, the role is heavily involved with the Range's operations and logistics that make the role highly varied. As a result, the Armorer is determined as non-scaling.

Academy Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Range	**8**	**10**	**+2**	**0**	**0**	**0**
Sergeant	0	1	+1			
Office (Lake Merced)	8	9	+1			

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.
- Armorers primarily oversee the issuance, maintenance, repair, and storage of all department firearms. The non-scaling methodology and recommendation of two Officers was determined for this role.
- Staffing for Officers that manage firearm training at the Range is established based on a ratio of one Range Officer to roughly 200 sworn members in the Department. As of June 2025, there were 1,836 sworn members citywide and at the Airport (both full duty and less than full duty). Using the ratio-based methodology, the Project Team determined that 11 Officers (Firearm Instructors) are needed to staff the Range. These Officers are split between the citywide Range at Lake Merced and the Airport Range at the San Francisco Airport. The staffing recommendation is not shown in the table as Airport staffing is not included in this report.

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), Emergency Vehicle Operations Course (EVOC), and Physical Training and Defensive Tactics (PT/DT).

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 only one or two weeks. In Fiscal Year 2025, the Department had three classes at maximum capacity of 55 recruits, the most filled class since Fiscal Year 2018, and could potentially have up to six classes per year. 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)	10	6	-4			
PT/DT	3	12	+9			
EVOC	5	6	+1			
BRC TOTAL	19	25	+6	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.

Due to increased recruitment efforts, as well as various social, regional, and economic factors that have presented favorable conditions in law enforcement careers, the Department has steadily increased the number of Recruit Officers hired into each Academy class. The most recent Academy class, which started in June 2025, had the maximum of 55 Recruit Officers, and the Department expects similar class sizes to continue in the future. For the purpose of this analysis, the Project Team determined recommendation staffing levels based on a Recruit Class size of 55 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	**10**	**6**	**-4**			
Sergeant	4	5	+1			
Officer	6	1	-5			

Staffing Methodologies by Position

- Five Sergeants serve in leadership roles. Due to the unique managerial responsibilities of these roles, they are classified as non-scalable.
    - Two Sergeants are the Basic Coordinators and are responsible for managing and supervising both the training officers and the Recruit Officers as well as instructing when needed.
    - One Sergeant serves as the Scenario Manager and oversees the creation, development, and instruction of unique law enforcement situations for Recruit Officers to learn.
    - One Sergeant acts as the Report Writing Instructor which oversees the testing of Recruit Officers' ability to write accurate reports. The Report Writing Instructor also coordinates with active adjunct Sergeants to be instructors for specific reports.
    - One Sergeant would serve as POST Compliance Coordinator and will be responsible for the Basic Recruit Course unit following POST guidelines.
- One Officer will serve under the POST Compliance Coordinator Sergeant. This is also a non-scalable position based on the needs of the Department

Physical Training and Defensive Tactics (PT/DT)

The Physical Training and Defensive Tactics (PT/DT) Unit now falls under the command of the Basic Recruit Course Lieutenant. The unit should consist of two PT/DT teams, each led by a Sergeant. One PD/DT team will be in charge of training Recruit Officers and the other PD/DT team will be in charge of training In-Service Officers.

Both PT/DT teams have responsibilities in defensive tactics training, which 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; teaching 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-trainee ratios for most defensive tactic techniques are mandated in POST guidelines, requiring one training officer for 17 trainees in physical training and one training officer for 16 trainees 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 instructees are receiving the necessary attention and training. To account for these ranges, the Project Team utilizes a ratio of one training officer to 12 trainees for the purpose of this analysis.

For the Recruit PD/DT team, physical training would consist of coordinating and administering physical fitness exams for the 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 the In-Service PD/DT team, the unit would provide Advanced Officer/Continued Professional Training (AO/CPT). The unit would be 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. The purpose of the AO/CPT training is to ensure all in-service personnel are physically trained and ready with the latest techniques to tackle policing. POST has listed five perishable skill categories where the DT training unit must instruct all in-service members on four out of the five: Tactical Firearms, Arrest Control, Strategic Communications, and Use of Force. The fifth category, Driver Training/ Awareness, would be under EVOC and not under In-Service PD/DT's purview. For physical training, the team would conduct bi-annual physical fitness exams on in-service personnel. These exams are mandatory and ensure in-service members are able to continually meet the physical demands of policing. In-service personnel can earn additional vacation time as a reward based on how an individual scores.

Basic Recruit Course						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
PT/DT	**3**	**12**	**+9**			
Sergeant	1	2	+1			
Officer	2	10	+8			

Staffing Methodologies by Position

- Two Sergeants serves as the supervisors of each team and staffing is determined using the non-scaling methodology.
- 10 Officers would serve as PT/DT Instructors. Responsibilities include 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.

Emergency Vehicle Operation Course (EVOC)

EVOC trains all Recruit Officers and in-services members on the POST and state mandated EVOC courses with the goal of having all Department members learn how to safely operate motor vehicles, in regular and emergency situations, while reducing Department and member liabilities. 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 100 hours, above the state minimum of 40 hours. The EVOC unit also develops and administers training for all the Department's in-service and civilian members, ranging from developing additional training on pursuits to safely operating a motor vehicle. For example, in January 2022, EVOC developed a module for the Advanced Officer (AO) training which required in-service members to have a minimum of four hours of behind the wheel training. In 2024, EVOC trained approximately 1,000 students through the various courses the unit provides.

The EVOC unit is managed by a Sergeant and includes four full-time Officers. Given the current course structure and resource demands, the unit utilizes overtime and 12-15 part-time instructors to teach Recruit Officers the EVOC course. Instruction includes live and in-person skill 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	**5**	**6**	**+1**			
Sergeant	1	1	0			
Officer	4	5	+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;
- **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;
- **Human Resources/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 (CCW)**, which handles all CCW license applications for the City and County of San Francisco;
- **Office of Equity and Inclusion (OEI)**, previously reported directly to the Commander of Admin, but now restructured within Staff Services, creates and sustains an equitable, supportive, and professional environment for all Department members.

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	3	3	0	1	1	0
Medical Liaison	1	1	0	5	6	+1
Background Investigations	5	3	-2	41	30	-11
Payroll	0	0	0	10	10	0
Recruitment	2	5	+3	3	5	+2
Personnel	0	0	0	11	12	+1
Staffing and Deployment	2	0	-2	3	6	+3
CCW Permits	4	1	-3	0	3	+3
DIVISION TOTAL	**17**	**13**	**-4**	**74**	**73**	**-1**

Staff Services – Administration

The Staff Services Division is overseen by a Captain with assistance from various Lieutenants who directly manage the units in the Division. The Captain is also supported by a Secretary. Given the unique leadership duties of the Captain and Lieutenants 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	**3**	**3**	**0**	**1**	**1**	**0**
Captain	1	1	0			
Lieutenant	2	2	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 type of medical leave or temporary modified accommodation, and the count is currently over 150.

Medical Liaison						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Medical Liaison	**1**	**1**	**0**	**5**	**6**	**+1**
Sergeant	1	1	0			
Health and Safety Manager				1	1	0
Management Assistant				0	1	+1
Clerk				1	1	0
Police Physician				1	1	0
EEO Programs Senior Specialist				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, this position would have the skills necessary to assist with record keeping and reporting, to manage office operations, and conduct special projects as needed.

In addition to 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 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 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 were previously conducted by an external backgrounding company, but now all cases are handled by SFPD staff. 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 continue to increase 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 has hired eight full-time civilian investigators and is currently in the process of hiring additional full-time civilian investigators into the unit. Additionally, rehired retirees are working in the unit as part-time Background Investigators.

Background Investigations						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration	**2**	**3**	**+1**	**3**	**3**	**0**
Sergeant	2	3	+1			
Senior Management Assistant				1	1	0
Principal Clerk				1	1	0
Clerk Typist				1	1	0
Background Investigations	**3**	**0**	**-3**	**38**	**27**	**-11**
Officer	3	0	-3			
Background Investigator				8	17	+9
Part-time Investigator				30	10	-20

Staffing Methodologies by Position

Supervisor(s): Background Investigations is overseen by two Sergeants who are 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 Sergeants also lead all special projects in 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 investigators is determined using a workload-based methodology based on the number of candidate background packets received annually and the time required to work each background packet.

- In 2024, the Background Investigations Unit received 887 background packets. With the continued positive public perception towards law enforcement needs and 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 1,200 for the current year 2025. The first six months showed roughly 627 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.

Senior Management Assistant: The Senior Management Assistant oversees the clerks and is in charge of monitoring and ensuring the completion of candidate background packets. Responsibilities also include scheduling tests with external professionals for the polygraph, medical, and psychological evaluation. The non-scaling methodology was used to determine staffing for this role.

Clerks: The clerks undertake a broad range of administrative responsibilities related to tracking candidate information. 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 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 and provide ideal candidate experience. 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.

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 staff audit records, resolves problems, and facilitates solutions to all payroll-related questions and issues. Division of responsibilities is based of the varying classification levels, where higher level clerks are typically responsible

Payroll Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Administration				2	2	0
Manager				1	1	0
Clerk Typist				1	1	0
Payroll				8	8	0
Chief Payroll Clerk				1	1	0
Principal Payroll Clerk				2	2	0
Senior Payroll Clerk				5	5	0

Staffing Methodologies by Position

- The Payroll unit is overseen by a Manager and supported by a Clerk Typist. Both positions provide specialized expertise – leadership and administrative duties for the unit, respectively – and staffing is therefore determined using the 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 2025, there were 2,674 active employees in the Department, including both sworn and non-sworn employees that work in the City.

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 becoming 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 is 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 June 2025, there were approximately 500 sworn vacancies in the Department, and over the past three fiscal years, the average attrition figure equates to 152 per year (retirements, resignations, and terminations, not including training attrition), which sums to a figure of 652. 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 10 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
Recruitment Unit	**2**	**5**	**+3**	**3**	**5**	**+2**
Sergeant	0	1	+1			
Officer	2	4	+2			
Recruiter				3	4	+1
Media Programming Specialist				0	1	+1

It is also important to highlight that the effectiveness of recruitment extends beyond staffing. Recruiting for law enforcement positions, particularly in recent years, is an especially competitive hiring market. Police departments face additional challenges that are rare in the private sector, including long hiring processes. Best practice recruiting operations utilize digital marketing effectively to reach younger generations. SFPD is working with an outside vendor to increase its media presence and should hire a Digital Marketing 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, Department of Human Resources, and the Mayor'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, the SFPD HR/Personnel team is not directly responsible for some functions that Human Resource in other organizations are often responsible for, including retirement and benefits administration, labor relations, and recruitment. Other units within SFPD and other agencies in the City 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 2025, there were 2,689 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				11	12	+1
Manager				2	2	0
Senior Personnel Analyst				5	5	0
Personnel Analyst				2	3	+1
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 by 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.**

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, 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, many SDU analytical projects were put on hold and additional analysts were assigned to the Project team for support.

In addition to the various analytical projects in SDU, **the unit was expanded in 2023 to include the responsibility of backfill patrol and event deployment but has since evolved to tracking and reporting overtime compliance for both professional and sworn members.** In December 2024, The Budget and Legislative Analyst submitted a performance audit to the Board of Supervisors analyzing the Departments use of overtime between FY 2018-2019 and FY 2022-2023. In FY 2022-2023 alone, the Department spent roughly $108 million on overtime. Currently, SDU monitors and notifies Commanding Officers when any professional or sworn members violate Department guidelines of overtime limits. Although the Department has implemented this process, members must continue to work overtime to support community needs.

Staffing and Deployment Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
SDU	**2**	**0**	**-2**	**3**	**6**	**+3**
Lieutenant	1	0	-1			
Sergeant	1	0	-1			
Analytics Manager				1	1	0
Sr. Administrative Analyst				2	4	+2
Administrative Analyst				0	1	+1

Recommendations and Considerations

- 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 four Senior Administrative Analysts and one Administrative Analyst may take the following form:
  - One Senior Administrative Analyst would focus predominantly on Overtime compliance
  - Two Senior Administrative Analyst would focus on providing project work and analytical support to SFDHR/Recruitment, Retention, Backgrounds, and Academy and assist with other SDU projects as needed
  - One Senior Administrative Analyst would focus on HRMS administration responsibilities, transfers and deployment, ongoing reports, and other long-term projects.
  - One Administrative Analyst would focus on HRMS data entry and provide assistance to any of the Senior Analysts or Analytics Manager
- The Department should explore technological support to alleviate the amount of manual processes associated with backfill and event deployments. This could reduce the need for monitoring and enforcing overtime compliance.

- All positions in the unit are currently classified as non-scalable. Tracking estimated hours and workload required for the various projects and requests is extremely difficult, but the Manager-level position should invest time and effort into determining performance metrics for the unit.

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 was assigned one Sergeant, three 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.

Concealed Carry Weapon Permits						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
CCW Permits	**4**	**1**	**-3**	**0**	**3**	**+3**
Lieutenant	1	0	-1			
Sergeant	1	1	0			
Officer	2	0	-2			
CCW Investigators				0	2	+2
Management Assistant				0	1	+1

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 remained as non-scalable. The project team no longer recommends the unit to utilize a dedicated Lieutenant as a Sergeant could oversee all aspects of the CCW process, including continued research of applicable laws, trends and best practices, and staffing needs. Furthermore, the project team recommends two full-time civilian investigators to replace the modified-duty officers and to keep the three part-time retirees to continue the current process as it seems sufficient for handling new incoming applications, renewals, revocations, and amendments. Lastly, an administrative 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. The Project Team recommends future consideration for civilian supervision of this unit while maintaining general oversight by one of Staff Services Lieutenant.

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	0	1	+1	1	1	0
Records Management	15	0	-15	20	23	+3
Property Control	7	0	-7	13	26	+13
DIVISION TOTAL	22	1	-21	34	50	+16

CIS – Admin

CIS is divided into Records Management and Property Control. A Captain oversees the two sections and is supported by a Clerk and sworn supervisors 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 non-scalable to any workload measures.

	Crime Information Services - Admin					
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
CIS - Admin	0	1	+1	1	1	0
Captain	0	1	+1			
Secretary				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	**15**	**0**	**-15**	**20**	**23**	**+3**
Lieutenant	0	0	0			
Sergeant	2	0	-2			
Officer	13	0	-13			
Manager				0	1	+1
Chief Clerk				2	2	0
Principal Clerk				0	2	+2
Senior Clerk				16	18	+2
Police Services Aide				2	0	-2

Recommendations and Considerations

Records Management faces many challenges due to recent turnover and current vacancies. As of June 2025, the unit is staffed with two modified-duty Sergeants, 13 modified-duty Officers, and 16 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 currently utilizes members on modified duty due to high levels of workload and vacancies.

With a dedicated Report Writing Unit, staffed with PSAs and possibly modified-duty Officers, all tasks performed by Records Management can be completely civilianized. This unit is predominantly comprised of Clerks; however, there are currently some Officers and PSAs 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. The permanent officers and PSA positions in Records assist with report writing tasks. There is an opportunity to civilianize these positions and utilize the sworn members in other areas of the Department.

Assignments	Workload Measures	Volume (2024)	Time per Task (mins)	Total Hrs
Report Request Team	# of Report Requests	31,460	5	2,622
Report Request Team	# of External Agency Requests	510	30	255
Firearms FCN Processing	# of Firearm FCNs Processed	11,933	15	2,983
Firearms FCN Processing	# of Firearm FCN Backlog	6,703	15	1,676
LIAS	# of LIAS Documents	112,509	5	9,376
Total Hours				**16,912**

Previously there were two Sergeants who provided oversight for the sworn members within the Division, one modified duty Sergeants, and two Chief Clerks who are responsible for supervising 11 Officers and 16 Clerks within Records Management. The Sergeant 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 two Chief Clerks to oversee daily operations for day and swing watch, two Principal Clerks to provide direct supervision based on 1:8 span of control, and 16 Senior Clerks.

The duties and responsibilities that take the majority hours 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. Other duties include managing the mailroom and processing external background requests, each of which requires attention, but do not make up the bulk of the work in Records Management.

Records Management is also mandated by the Clery Act to produce violent crime data for colleges and universities. Per the Clery Act, Colleges and universities receiving federal funding are required to release an annual security report to provide transparency around campus crime statistics. Records Management is directly impacted due to three specific crime geography categories: public property within campus bounds, public property immediately adjacent to the campus, and organizationally owned non-campus property frequently used by students, student organizations, and for education. The unit produced roughly 250 reports to colleges when they requested crime statistics.

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. As of July 2025, Records Management shows a backlog of 19 GovQA requests, 244 Background requests, 55 Missing Traffic Reports, and over 6703 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. As of 2025, PCD

oversees roughly 824,000 unique pieces of evidence. A supervising Lieutenant has oversight over PCD, which is currently composed of both sworn and civilian employees, including Officers, Evidence Technicians, Storekeepers, one Account Clerk, one Senior Clerk Typist, and part-time retirees (960s).

Property Control						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Property Control	**7**	**0**	**-7**	**13**	**26**	**+13**
Lieutenant	1	0	-1			
Sergeant	1	0	-1			
Officer	5	0	-5			
Manager				0	1	+1
Senior Storekeeper				1	1	0
Storekeeper				1	2	+1
Account Clerk				1	1	0
Evidence Technician Supervisor				0	3	+3
Evidence Technician				9	17	+8
Sr. Clerk Typist				1	1	0

Recommendations and Considerations

The Project Team recommends the complete civilianization of Property Control. Outside of the Supplies subunit, all Storekeeper positions in PCD have been converted to Police Evidence Technicians. The Police Evidence Technician and the Police Evidence Supervisor roles were created on August 18, 2023, after the 2023 Staffing Analysis was conducted, to address the limitations of the civilian Storekeeper classification in regards to receiving, processing, transporting, storing, destroying evidence, and providing court testimony, traditionally all tasks that the sworn members would handle.

Property Control is split into multiple subunits located at two 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. As of July 2025, nearly 200,000 old cases still need to be reviewed to determine if property can be disposed of. Logistical support, barcoding, destroying, packing, and transporting evidence will be needed to get through the backlog of old cases. 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.

Currently full duty Officers within Property Control have specialized assignments while civilian staff are cross-trained and share responsibilities of the core functions described below. PCD has one supervising Lieutenant and one Sergeant to oversee Property Control. There is no longer a need for sworn presence; rather, a team of Police Evidence Supervisors 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 removal of all Sergeants in PCD and replaced with three Police Evidence Supervisors for supervisory duties. The Lieutenant should be converted to a civilian Manager to provide oversight and supervision of the Evidence Supervisors. PCD

staffs one Account Clerk and one Evidence Tech for more general administrative tasks, such as managing payroll, currency evidence, and all evidence tracking in the Evidence on Q system.

Evidence Techs will be responsible for the initial collecting, sorting, categorizing, and data entry of all property and evidence being received and released. The team will conduct daily runs to the 10 District Stations and other units to collect evidence and handle items that are dropped off throughout the day. In 2024, a total of 312 daily runs were conducted to the 10 District Stations and to the Crime Lab. This team routinely handles 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 these positions and uses the following measures from 2024 to determine appropriate staffing levels: 10 hours per day for daily station runs (collection and data entry), 97,164 total property items collected and processed, and approximately 1,587 items released from the front counter. Due to current staffing shortages, often times other personnel are pulled from their primary assignment within PCD 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 2024, there were 1,277 firearms processed, each taking approximately one hour. Additionally, the unit has approximately 16,000 firearms currently backlogged that have not been processed due to current staffing shortages. Any temporary light duty Officers and part-time retirees can also assist as needed.

Duties for the PCD Narcotics team include storing and maintaining narcotics evidence, destruction of narcotics, and transporting substances to the Alameda Crime Laboratory for testing. Current sworn officers and evidence techs retrieve evidence from the narcotic drop box located at PCD, ensure the items are packaged and barcoded properly, and enter information into the Department's data systems. This team receives requests for items to be tested from Department members and specialized units, and the District Attorney's office. Team members 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 Sherriff's Office for narcotics testing, and the total number of trips to Alameda for testing. In 2024, there were a total of 5,772 envelopes received at intake, 3,319 envelopes sent out for testing, t and a total of 225 trips taken to Alameda, which is slightly over four trips per week. It should be noted that each envelope often contains multiple drugs.

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 the updated status of the items. This team supports

destruction, donation, and recycling of items, such as e-waste, metal items, and biohazards. In 2024, this team processed 928 items requiring holds and 29,956 items requiring destruction. Time per task is highly variable as the team can only destroy items marked by Investigators. For the past few years, PCD has taken in three times more evidence than the team disposes, thus creating a capacity issue for storing evidence. 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.

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 FoundDrop 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, FoundDrop, Parcels, and Auctions should all work closely together and be crossed train. These positions are unique and considered as non-scalable.

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. As of 2025, there are 177,339 cases from 2010-2020 that still need to be reviewed so evidence can be brought to Investigation to be approved for disposal. These positions are classified as unique and non-scaling.

The Supplies Unit manages the procurement of all supplies needed by Department personnel and distributes the items to District Stations and specialized units. Items that the Supplies team procure range from stationary items, office supplies, cleaning products, and at times furniture. 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 Senior 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.
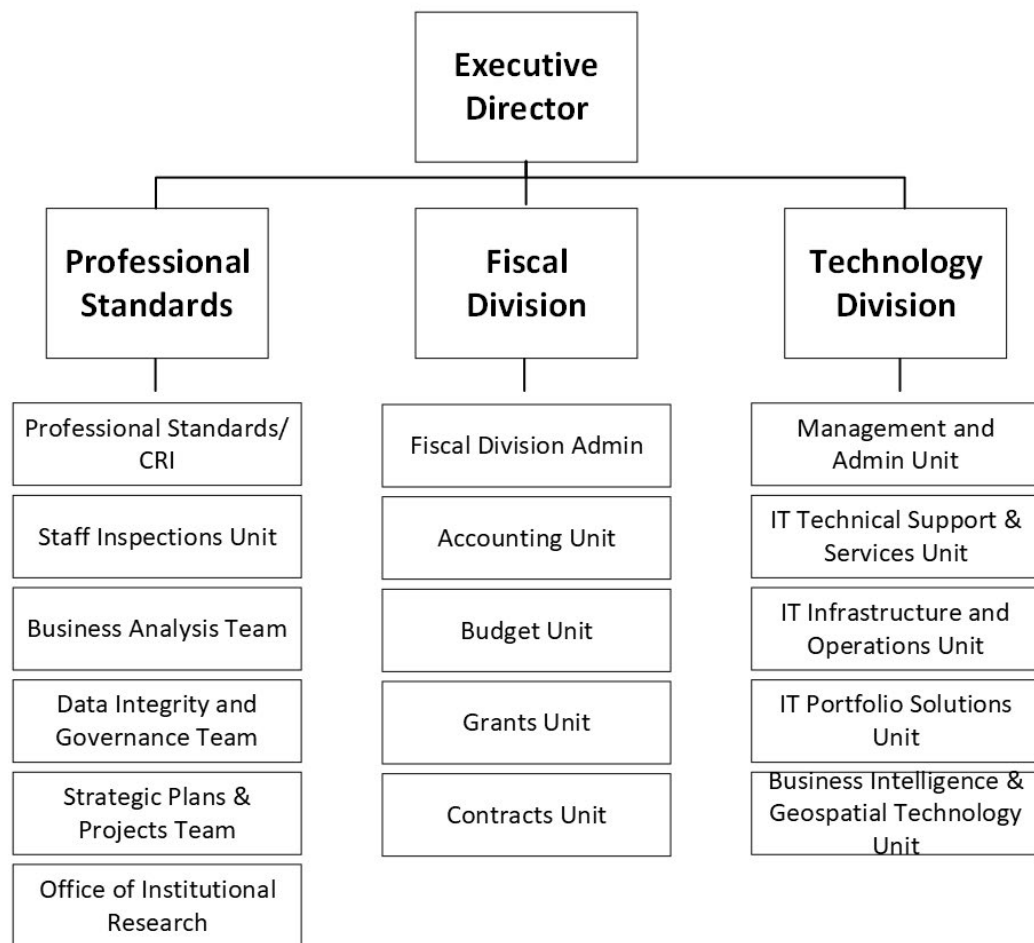
Recommended Staffing

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						
	SWORN			**CIVILIAN**		
	Current	**Recommended**	**Need**	**Current**	**Recommended**	**Need**
Division or Unit						
SMB - Admin	0	0	0	2	3	+1
Professional Standards	5	6	+1	11	20	+9
Fiscal Division	0	0	0	11	16	+5
Technology Division	3	3	0	62	79	+17
BUREAU TOTAL	**8**	**9**	**+1**	**86**	**118**	**+32**

Organizational Chart

Strategic Management Bureau

```
                          ┌──────────────────┐
                          │    Executive     │
                          │    Director      │
                          └──────────────────┘
                                   │
        ┌──────────────────────────┼──────────────────────────┐
        │                          │                          │
┌──────────────┐          ┌──────────────┐          ┌──────────────┐
│ Professional │          │    Fiscal    │          │  Technology  │
│  Standards   │          │   Division   │          │   Division   │
└──────────────┘          └──────────────┘          └──────────────┘
```

Professional Standards	Fiscal Division	Technology Division
Professional Standards/ CRI	Fiscal Division Admin	Management and Admin Unit
Staff Inspections Unit	Accounting Unit	IT Technical Support & Services Unit
Business Analysis Team	Budget Unit	IT Infrastructure and Operations Unit
Data Integrity and Governance Team	Grants Unit	IT Portfolio Solutions Unit
Strategic Plans & Projects Team	Contracts Unit	Business Intelligence & Geospatial Technology Unit
Office of Institutional Research		

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.

	SWORN			CIVILIAN		
Strategic Management Bureau						
	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

The Professional Standards & Principled Policing Unit first began in 2016 as a Bureau (PSPPB) level organization charged with implementing the Collaborative Reform Initiative. However, in 2018, the Strategic Management Bureau (SMB) was created and PSPP was restructured as a unit under SMB, alongside the Fiscal and IT Divisions.

PSPPU has served as the administrative home of the Collaborative Reform Initiative (CRI), Staff Inspections Unit (SIU), the Business Analysis Team (BAT) and more recently, the Office of Institutional Research (ORI) and Data Governance & Integrity (DGI) team.[5]

---

[5] The Data Governance & Integrity (DGI) team was funded in FY24-25, but hiring was not approved, and the positions were cut due to the City and County of San Francisco's fiscal outlook in FY25-26 and beyond. However, the unit's intended purpose meet would have met a need that still exists.

Professional Standards and Principled Policing Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
PSPP - Admin	1	0	-1	1	2	+1
Prof. Standards (CRI Team)	2	3	+1	0	1	+1
Staff Inspections Unit	2	3	+1	0	2	+2
Business Analysis Team	0	0	0	6	7	1
Strategic Plans & Projects	0	0	0	1	2	1
Office of Institutional Research	0	0	0	3	3	0
Data Governance & Integrity	0	0	0	0	3	3
DIVISION TOTAL	5	6	+1	11	20	+9

PSPP – Administration

Management of PSPPU is currently shared between a Lieutenant for the CRI Team and an 0922 Program Manager overseeing BAT, DGI, OIR and SP&P. The Lieutenant provides general oversight of PSPP, with the 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 evolving focus of this unit, the project team recommends removing the Lieutenant and replacing it with a second non-sworn manager to serve as its division lead.[6]

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

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). The unit is overseen by one Lieutenant and is currently composed of three 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, Recruitment, Hiring, and Personnel Practices). Their duties include managing sustainability of the 263 recommendations which were deemed substantially compliant, and completion of the final CRI project (Project Plan #4), which encompasses the buildout of the Management Dashboard and the new electronic Performance Appraisal System. Additionally, this unit communicates with external

---

[6] The Department was funded for an 0932 Manager in FY24/25,but was subsequently eliminated.

partner (Benchmark), facilitating meetings, maintaining a project plan and timeline for Project Plan #4, and writing sustainability 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. On January 7, 2025, the California Department of Justice announced that the SFPD was in substantial compliance with its Collaborative Reform Initiative agreement with the State.[7] The CRI team is actively working on the remaining nine recommendations that make up Project Plan #4, in addition to focusing on 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 objective and focus of this unit will continue to evolve so these positions are considered non-scalable for the purpose of this staffing analysis. As additional information is collected and work assigned, the Project Team recommends that a workload-based methodology be used in future analyses.

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

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 interact 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 checking and monitoring ongoing compliance with the Department's wide range of policies and procedures, and for conducting audits that are requested by various internal and external stakeholders. SIU is a specialized unit; all members receive training and certification in law enforcement

---

[7] Attorney General Bonta: San Francisco Police Department Reaches Milestone in Reform Process, Achieves Substantial Compliance with Recommendations | State of California - Department of Justice - Office of the Attorney General

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 and one Officer and receives analytical support from the Business Analysis Team (BAT) as needed.

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 and civilian members are needed to enable the unit to work on multiple audits and inspections simultaneously. Moreover, as use of force policies change and new legislation to combat bias is passed, the volume of compliance-checking will continue to increase to ensure the Department is compliant with all new requirements.

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

The number of hours dedicated to complete audits are currently tracked verbally through weekly meetings with the Lieutenant of Professional Standards and therefore the positions within the unit are recognized as non-scalable in this analysis. The Project Team recommends that SIU develop, track, and monitor metrics on audit completion so that unit staffing can be determined using a workload-based methodology in the future. Based on the unit's needs and growing responsibilities, the Project Team recommends the addition of two dedicated Analysts and one more Officer to fulfill the unit's duties ensuring 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, internal and external in a way that is responsive, informative, interesting, and accurate.

BAT's primary responsibilities are to generate criminal statistics, run the data transparency program, provide data analysis and various data-informed reports mandated by law to federal, state, and local officials. Some mandated reports include the Uniform Crime Reporting (UCR) criminal statistics program, various permutations of mandatory reporting surrounding use of force, stops, surveillance technology use, among others. The Business Analysis Team is also responsible for responding to public records act inquiries for data, Clery Act requests (mandated crime reports for educational institutions), and other requests from stakeholders such as the Chief of Police, the Mayor's Office, and the Board of Supervisors.

BAT is also responsible for the execution of Data Transparency requirements under admin San Francisco Administrative Code 22D and manages the publication of several datasets to DataSF and the public. BAT further develops and deploys dashboards and presentations to visualize data to better inform internal and external stakeholders. The team also serves as a thought partner and backstop to the Crime Analysis Unit taking on work and tasks as necessary when workload exceeds CAU capacity.

When fully staffed, BAT would be comprised of one Principal Administrative Analyst who supervises four Senior Administrative Analysts and two Journey Administrative Analysts.

Professional Standards and Principled Policing Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Business Analysis Team				6	7	+1
Project Manager				0	1	+1
Senior Admin Analyst				4	4	0
Admin Analyst				2	2	0

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.

Strategic Plans & Projects (SP&P)

In 2023, Professional Standards began to support the Strategic Management Bureau with strategic level, enterprise-wide projects and change management initiatives. The department receives, on average, four major change directives from legislature, Police Commission, and elsewhere, that require skilled and dedicated resources to develop and implement.

Major project delivery for non-IT based projects has traditionally been a challenge for the SFPD. These projects include areas like decennial station boundary analysis, complex audit response from state and local government, department and interagency strategic planning, annual department-level budget prioritization, and responding to process and change initiatives recommended mandated internally or by third parties.

The Strategic Plans and Projects team is currently staffed with one Senior Admin Analyst, and the Project Team recommends the addition of one Principal Admin Analyst.

Professional Standards and Principled Policing Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Strategic Plans and Projects				1	2	+1
Principal Admin Analyst				0	1	+1
Senior Admin Analyst				1	1	0

Office of Institutional Research (OIR)

In 2025, the Office of Institutional Research (OIR) was established to meet the needs for evaluation of new initiatives and technologies, awareness and promotion of emerging, promising, or proven research, and management of ongoing relationships with academic partners. OIR includes two PhD-level practicing academics and a data scientist. OIR serves as the Department's internal research arm by providing reliable, transparent, and data-driven insights to inform decisions that yield effective, equitable, and community-focused policing; conducting scientific research and evaluation, in collaboration with stakeholders; conducting major program evaluation; staying informed on current academic findings and research in policing.

OIR is a key contributor to PSPP's goal of continuous improvement. With the magnitude of improvements made in achieving substantial compliance under Collaborative Reform Initiative, the Department has found itself at the forefront of many aspects of policing. Having coordinated and documented efforts, PSPP is shifting its focus to maintaining this position at the leading edge. OIR will help with this goal, alongside Staff Inspections, by assessing whether the Department is operating existing programs well, offering suggestions for changes to those programs, or making recommendations for new programs, all based on the knowledge contained and research conducted within the OIR team. The team consists of two Senior Admin Analysts and one Journey-level IS Engineer.

Professional Standards and Principled Policing Unit						
	SWORN			**CIVILIAN**		
	Current	Recommended	Need	Current	Recommended	Need
Office of Institutional Research				3	3	0
Senior Admin Analyst				2	2	0
IS Engineer				1	1	0

Data Integrity and Governance Team (DGI)

In 2024, the Data Governance & Integrity team was authorized to provide necessary expertise and personnel to provide guidance and oversight on data architecture and the management and execution of changes to inputs or content of Department enterprise data systems. Data collection and transparency are critical to the Department and maintaining public trust.

DGI would serve as a critical data team charged with the management and quality of the Department's data. It would be responsible for establishing and enforcing data use policy, processes for approval of the addition or elimination of data collection efforts, data input requirements and restrictions, and data standardization within enterprise level systems. As recommended in the DPA Stops Audit in 2024 and the Collaborative Reform Initiative Assessment in 2016, this is executed through routine data checks for accuracy, consistency, completeness, etc. As the Department establishes a records management system compliant with NIBRS, DGI would assume responsibility for NIBRS error remediation. They would also be responsible for record sealing/expungement within SFPD systems and would maintain the City and

County's charging codes master table. These functions not only require deep data literacy and knowledge of systems design and data architecture but also require thorough collaboration and engagement of users of Department systems and consumers of its data. DGI would consist of one Chief Data Officer, one Technical Project Manager, and one Principal IS Programmer.[8]

Professional Standards and Principled Policing Unit						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Data Governance and Integrity				0	3	+3
Chief Data Officer				0	1	+1
Senior Admin Analyst				0	1	+1
IS Engineer				0	1	+1

Fiscal Division

The Fiscal Division is divided into four 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 four managers: Budget Manager, Contracts Manager, Grants Manager, and Accounting Manager.

Fiscal Division						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Fiscal Division - Admin				1	2	+1
Budget Unit				0	2	+2
Accounting Unit				7	8	+1
Grants Unit				2	3	+1
Contracts Unit				1	1	0
DIVISION TOTAL	0	0	0	11	16	+5

Fiscal Division – Administration

The Fiscal Division continues to face significant understaffing and a high turnover rate. At the start of 2024, vacancies reached a peak, with 42% of positions unfilled (five vacancies). Although three of these roles have since been filled, each required multiple rounds of recruitment to identify suitable candidates.

To ensure the Fiscal Division can adequately support SFPD operations and protect City resources, a comprehensive review of all positions is needed—both in terms of classification and staffing levels.

---

[8] The DGI positions were previously approved in FY24-25, but ultimately removed from the budget in FY25-26.

Addressing the ongoing hiring challenges will require detailed workload assessments and job analyses to identify the appropriate number and types of positions necessary.

A workload assessment should establish relevant workload metrics (or appropriate proxies), define benchmarks for evaluation, and provide analysis and recommendations. A job analysis will determine whether current classifications align with those used in comparable roles across other City departments.

Additionally, examining how other City agencies structure their financial operations and delegate responsibilities could offer valuable insights for improving efficiency, ensuring compliance with Controller's Office policies, and strengthening the Division's overall financial practices.

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

Budget Unit

The Budget Unit offers technical expertise and support to SFPD leadership. They review budget proposals, conduct detailed analytical work, and collaborate with various stakeholders. This team meticulously prepares and analyzes intricate budget requests, policy proposals, and financial reports. They play a crucial role in budget monitoring and ensuring the accuracy and integrity of data within the City's financial system. The Budget Manager is responsible for formulating and presenting policy and budget recommendations, interfacing with other City departments, community organizations, and legislative bodies. Additionally, they represent the SFPD in public meetings and assist with position control, reconciliation, and day-to-day expenditure requests. Maintaining positive working relationships and staying updated on the latest best practices in governmental budgeting and public finance are essential aspects of their responsibilities. The unit is not currently staffed, and the Project Team recommends one Budget Manager and one Senior Admin Analyst to fulfill the duties for this unit.

Fiscal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Budget Unit				0	2	+2
Budget Manager				0	1	+1
Senior Admin 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.

Nearly eight years ago, San Francisco retired its decades-old accounting system and implemented a new one that requires greater technical expertise, increased data entry, and more time spent on administrative tasks—such as document changes by the Controller's Office—which has significantly added to operational inefficiencies. The accounting unit has been most impacted by the increased workload. Anecdotally, while other City departments have expanded their financial and accounting teams in response, SFPD has not.

.

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 its responsibilities.

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

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. In addition, recent Civil Service Commission (CSC) findings and added rules have greatly increased the types of contracts that must be submitted to them for approval. The added tasks and increased processing times have made it challenging for all departments to complete contracts in a timely manner. While the current staffing is appropriate for this unit, we anticipate the workload will eventually increase to a level that will require adding another person. 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 function 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	6	0
IT Infrastructure & Operations Unit	0	0	0	17	17	0
IT Portfolio Solutions Unit	3	3	0	13	18	+5
BI & Geospatial Technology Unit	0	0	0	15	15	0
IT Technical Support & Services Unit	0	0	0	11	23	+12
DIVISION TOTAL	3	3	0	62	79	+17

*The Technical Services & Support Unit currently relies on four contracted full-time employees to support their unit. Those employees are not reflected in the table above. The IT Infrastructure & Operations and Technical Support & Services units currently have retired Officers working in a part-time capacity that are also not reflect 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. Two 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	6	0
Chief Information Officer				1	1	0
Manager				2	2	0
Pr. IS Business Analyst				1	1	0
Senior 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 six Project Managers (IS Bus Analyst-Principal) six Programmer Analysts. Three sworn officers are also actively supporting NIBRS project within the Portfolio Solution Unit. Their involvement includes project coordination, subject matter input, and operational guidance to ensure alignment with departmental goals.

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).

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.
- Infrastructure and foundational improvement.

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

In summary, the Project Team recommends the additional of three Business Analysts to support project needs within IT Portfolio Solutions.

Applications

The Applications team 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 for 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.

Although there is existing support for Web Accessibility, NIBRS RMS, HRMS, and no code/low code solutions, the current staffing level remains insufficient due to unfilled positions. Filling two vacant Programmer Analyst roles is necessary to ensure consistent coverage and reduce the risk of service disruptions caused by staff absences or increased demand.

In summary, to enhance system stability and ensure adequate support coverage, the Project Team recommends filling two vacant Programmer Analyst positions within IT Portfolio Solutions.

Technology Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
IT Portfolio Solutions Unit	**3**	**3**	**0**	**13**	**18**	**+5**
IS Project Director				1	1	0
IS Business Analyst-Principal				3	6	+3
IS Business Analyst – Senior				3	3	0
IS Programmer Analyst – Principal				3	3	0
IS Programmer Analyst – Senior				1	3	+2
IS Programmer Analyst				2	2	0
Lieutenant	1	1	0			
Sergeant	1	1	0			
Officer	1	1	0			

IT Infrastructure and Operations Unit

The Infrastructure and Operations Unit provides technical support and maintenance for all Networks, Systems, Storage, Telecom, Security, and access controls in hybrid cloud Env used in Department

applications and systems. The unit is led by one IS Project Director and administered by13 IS Engineers, one IS Business Analyst, and two IT Operations Support Administrator IV. There is also one temporary retiree who serves as a part-time telecom support.

One of the IS Engineers serves as the Department's Information Security Officer (DISOand the remaining engineers are dedicated to supporting the different critical systems.

Current unit priorities include:

- NIBRS-RMS infrastructure setup and Network transport connectivity to Cloud.

- Replacing and providing maintenance for aging infrastructure (e.g., replacing the video wall system at DOC)

- Network upgrade projects at all SFPD district stations and core sites.

- AD integration to Oracle IAM with SSO login for all the applications.

- Network upgrades 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

- District stations wired and wireless network upgrade projects.

- BWC migration from DT to SFPD network.

- Network transport for OCI Phoenix region.

- UPS hardware refresh at PHQ.

- Prop-E implementation (DFR, fuses, flock OS, Draft One).

- SFO Airport hardware refresh.

- MDC migration.

- DEM CAD migration.

- Data protection refresh and storage expansion.

- HRMS DR Setup at Phoenix region.

- Cyber security tabletop exercises.

- CCTV rollout at various district stations.

- ProWatch (card key access) rollout at various district stations.

- Improve Infrastructure monitoring and Alerting.

- Set up 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 of 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, 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.

Based on the industry standards and current workload of existing staff, the Project Team does not recommend any additional positions for this unit.

Technology Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
IT Infrastructure & Operations Unit				17	17	0
IS Project Director				1	1	0
IS Engineer – Principal				5	5	0
IS Engineer – Senior				7	7	0
IS Engineer – Journey				1	1	0
IS Business Analyst – Principal				1	1	0
IT Operations Supp Admin IV				2	2	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 Business Analysts, nince IS Programmer Analysts and one IS Engineer 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 required 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 are two Programmers for metadata modelling and three 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.

At this time, no additional staffing is required, as the current team is adequately staffed to support existing operations and meet current workload demands.

Technology Division						
	SWORN			**CIVILIAN**		
	Current	Recommended	Need	Current	Recommended	Need
BI & Geospatial Technology Unit				15	15	0
IS Project Director				1	1	0
IS Engineer				1	1	0
IS Business Analyst				4	4	0
IS Programmer Analyst				9	9	0

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 one IS Project Director and comprises of one IS Engineer- Senior, and nine IT Operations Support Administrators (engineers). There is also one temporary retiree who serves as a part-time IT Trainer.

Technical Services include:

- Drone Support

- Body Worn Camera deployment and support, including charging dock setup and maintenance

- OS Upgrades

- User on/off boarding

- VPN access

- Operations support for Projects implemented

- User Mgmt + Identity and Access Mgmt+ Support for AI tools such as Chat GPT and Copilot

- 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

- Ordering and managing IT Supplies

- New user onboarding/ employee offboarding

- Storage and e-waste for IT Hardware

- Support and operationalize project implementations of new applications, features, and functions for the department.

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 new systems/software (e.g., MS Teams, Zoom, Webex, etc.) support 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:

1092, Permanent – 1 (IT Operations Support)

The support administrator will perform help desk functions, including responding to phone calls and emails related to problems involving all major computer applications, systems, and workstations. This individual will provide technical and procedural assistance, recommend solutions to correct malfunctions, and ensure the proper functioning of desktops by installing and configuring computer hardware and software, maintaining equipment and software, and keeping everything operational.

This individual will also be responsible for configuring, implementing, and supporting desktop computers. This includes taking responsibility for triage, escalation, and notification for technical issues, as well as coordinating or performing hands-on fixes at the desktop level, such as installing and upgrading software, installing hardware, and configuring systems and applications.

Additionally, the support administrator will update Active Directory, provide first-level cybersecurity support, and work closely with various information systems administrators and service technicians, both

internal and external, to provide hardware and software support to systems throughout the airport. The role also includes ordering and maintaining all cell phones, smartphones, and tablets for the Department.

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	0	0	0	11	23	+12
IS Project Director				1	1	0
IS Engineer - Senior				1	1	0
IT Ops. Support Admin. V				0	2	+2
IT Ops. Support Admin. IV				3	5	+2
IT Ops. Support Admin. III				6	13	+7
IT Ops. Support Admin. II				0	1	+1

*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 union 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. For most divisions, the staffing levels for sworn members appear to be appropriate for the current workload. 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.

	SWORN			CIVILIAN		
Office of Chief of Staff	Current	Recommended	Need	Current	Recommended	Need
Administration	0	1	+1	1	1	0
Strategic Communications	3	5	+2	6	7	+1
Policy and Public Affairs	1	0	-1	8	8	0
Labor Relations Office	0	0	0	3	2	-1
Risk Management - Admin	1	2	+1	0	1	+1
RMO - Legal	8	8	0	27	55	+28
RMO - Internal Affairs	15	20	+5	12	12	0
Policy Development	5	4	-1	5	7	+2
Commission Office	2	2	0	1	1	0
BUREAU TOTAL	**35**	**42**	**+7**	**63**	**94**	**+31**

Organizational Chart

Office of Chief of Staff
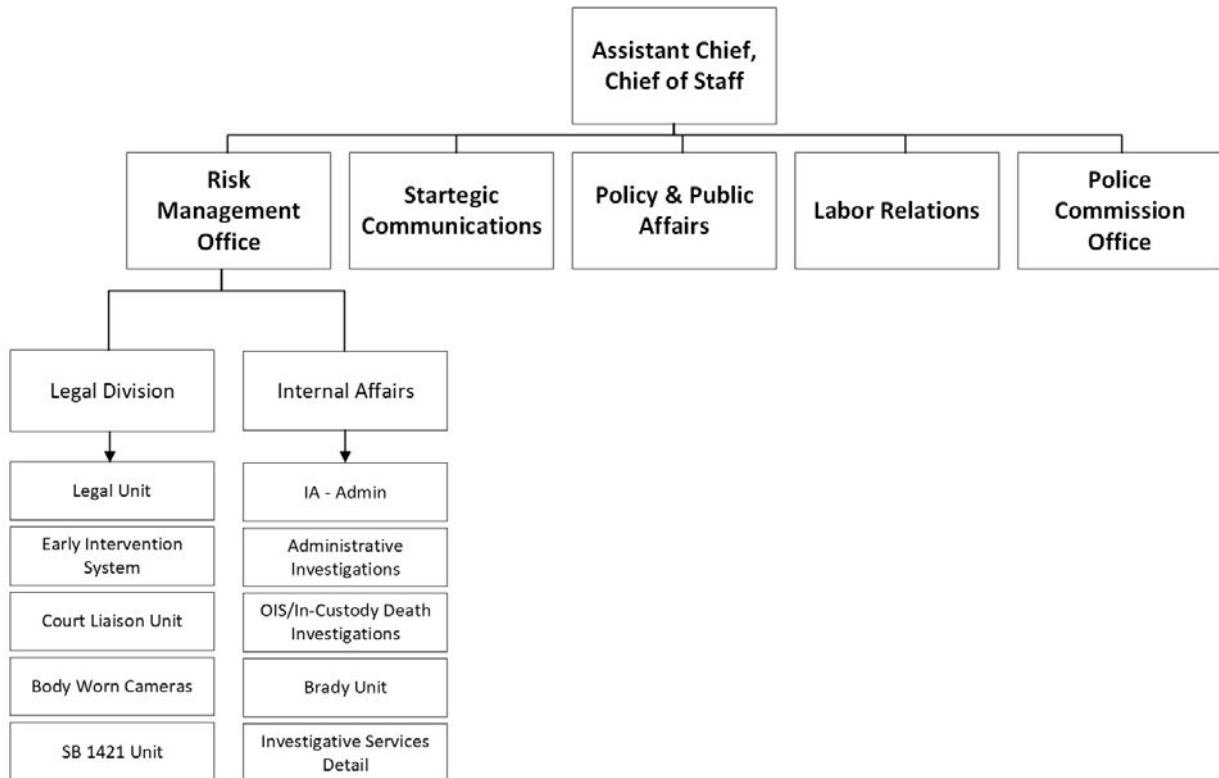
Methodologies Used to Determine Staffing

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	**0**	**1**	**0**	**1**	**1**	**0**
Assistant Chief	0	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 typically serves as the second in command for nearly all administrative oversight in the San Francisco Police Department. The Deputy Chief of the Administration Bureau typically reports directly to the Chief of Staff.

Furthermore, 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 both 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 civilian Manager who…

- A Sergeant is the Officer in Charge (OIC) of the Media Relations Unit and acts as the Public Information Officer for the Department

- 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 maintaining certain aspects of the Department website.
- One Videographer produces all video content for the Department, including critical incident footage, Town Hall presentations, and other multi-media projects.
- One Clerk provides administrative support to the unit.

Strategic Communications - Media Relations Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Media Relations Unit	3	5	+2	6	7	+1
Director				1	1	0
Manager				1	1	0
Sergeant/PIO	0	1	+1			
Officer/PIO	3	4	+1			
PR Assistant				1	2	+1
Media Production Technician				1	1	0
Management Assistant				1	1	0
Clerk				1	1	0

Recommendations and Considerations

The Project Team recommends one Sergeant and one additional Public Relations Assistant to satisfy the growing demands of communication and transparency from the Department. Over the past few years, the Department has increased its efforts in both internal and external communication to help build relationships with the media and the community. This ranges from Town Hall meetings providing information regarding Officer Involved Shootings (OIS) to internal communication about Department accomplishments and strategies.

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. The Strategic Communications Manager has proved to be an asset for the Department to communicate directly with the Chinese press, expanding the Department's efforts in communication with foreign language press.

All roles within the Media Relations Unit are unique in its functions and there are many benefits to utilizing both sworn and civilian staff in various areas. For these reasons, the Project Team recommends the continuation of sworn and civilian staff and all positions are considered non-scalable in this unit.

Policy and Public Affairs Office

The Policy and Public Affairs Office reported directly to the Chief of Staff and is composed of primarily civilian members, but currently utilizes one sworn Officer on temporary modified duty. The unit was established in 2019 to serve as a dedicated liaison with the San Francisco Board of Supervisors (BOS), but responsibilities have expanded to other functions, including 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 also established a Community Initiatives & Policy team dedicated to administering the Violence Reduction Initiative (VRI) grant program.

Policy and Public Affairs Office						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Policy and Public Affairs	**1**	**0**	**-1**	**8**	**8**	**0**
Director				1	1	0
Manager				1	1	0
Principal Admin Analyst				1	1	0
Senior Admin Analyst				3	3	0
Admin Analyst				1	1	0
Management Assistant				1	1	0
Officer	1	0	-1			

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.

In 2022, the unit began overseeing the Violence Reduction Initiative (VRI), funded primarily by the Board of State and Community Corrections (BSCC) grant. VRI aims to reduce homicides and shootings by interrupting cycles of violence through strategic outreach and collaboration with community-based organizations (CBOs). The team includes one Program Manager, one Principal Analyst, two Senior

Analysts, and one Lieutenant. Efforts are coordinated with the Community Violence Reduction Team (CVRT), Crime Gun Intelligence Center (CGIC), and Homicide unit.

The Policy and Public Affairs Office also provides administrative support to the Chief's office and provides consultation to Command Staff prior to any BOS or Police Commission hearings. The unit 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.

Labor Relations Office

The Labor Relations Office was established in June 2020 and is currently staffed by three civilian members: one Director, one Manager, 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. The Department has also established a new Ombuds Program for SFPD Employees. This new program provides a voluntary, confidential, and neutral mechanism for sworn and civilian staff to address conflicts and concerns within the Department. The program aims to promote fairness, transparency, and accountability while safeguarding employee's rights and fostering a healthy, productive work environment. The Labor Relations Manager is the primary point of contact for the Ombuds program and serves as the Ombudsperson.

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

Summary and Recommendations

The Project Team was unable to obtain sufficient data on the workload and usefulness of the Ombuds program. Therefore, **the Project Team does not recommend a dedicated Ombudsperson Manager**, and the duties and responsibilities should be absorbed by the other staff in the unit.

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	**1**	**2**	**+1**	**0**	**1**	**+1**
Commander	1	1	0			
Captain	0	1	+1			
Secretary				0	1	+1
Legal Division	**8**	**8**	**0**	**27**	**55**	**+28**
Legal Unit	3	2	-1	7	10	+3
EIS Unit	1	1	0	2	2	0
Court Liaison Unit	2	2	0	5	8	+3
Body Camera Unit	1	2	+1	9	23	+14
SB-1421/SB-16 Unit	1	1	0	4	12	+8
Internal Affairs (IA) Division	**15**	**20**	**+5**	**12**	**12**	**0**
Administrative Investigations	10	11	+1	8	8	0
OIS/In-Custody Deaths	0	2	+2	0	0	0
Brady Unit	0	0	0	3	3	0
EEO Office	1	1	0	1	1	0
Investigative Services Detail	4	6	+2	0	0	0
RISK MANAGEMENT TOTAL	**24**	**30**	**+6**	**39**	**68**	**+29**

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 have 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	2	-1	7	10	+3
EIS Unit	1	1	0	2	2	0
Court Liaison Unit	2	2	0	5	8	+3
Body Camera Unit	1	2	+1	9	23	+14
SB-1421/SB-16 Unit	1	1	0	4	12	+8
DIVISION TOTAL	**8**	**8**	**0**	**27**	**55**	**+28**

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 or provide available information as it becomes accessible. 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. In 2024, the Legal Unit received 5,017 PRA requests compared to 5,383 in 2023 and 3,512 in 2022. Currently, there are seven Legal Assistants in the Legal Unit. With the increased of requests growing year after year, the Project Team recommends that the Legal Unit have additional one Legal Assistants and one Senior. Clerk to support the demands of fulfilling PRA requests.

Risk Management Office - Legal Division						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Legal Unit	**3**	**2**	**-1**	**7**	**10**	**+3**
Lieutenant	1	1	0			
Sergeant	2	1	-1			
Legal Assistant				7	8	+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 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 2024, there were 522 alerts generated by the Early Intervention System, a 75% decrease from 2,119 alerts in 2022. 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 780 hours, EIS-related workload (including all follow-up and intervention coordination) warrants the full-time Sergeant position. In addition to conducting EIS work, the Sergeant also serves as the Officer in Charge (OIC) of the unit. The Principal Administrative Analyst and Senior Administrative Analyst assigned to EIS are set as non-scalable support to the Sergeant. They play a valuable role in analyzing data, developing reports, and focusing on use of force incidents. Civilianization of the Sergeant position is not recommended, as law enforcement experience greatly aids in understanding the full context of each situation and the personnel record of the individual for whom an alert has been generated.

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

Court Liaison Unit

The Court Liaison Unit is responsible for the administrative processing of subpoenas, front counter interactions with the public, 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.

Currently, the unit utilizes part-time retirees to assist with processing and approving court-related overtime for the entire Department. This role is essential to the unit but should be staffed with a full-time employee. The unit is also staffed with only one Legal Assistant 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 record subpoenas. However, this member has also been taking on the duties of responding to civil record subpoenas which should be covered by a second Legal Assistant 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. 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. This resulting less than 25% of all subpoenas sent for service be returned. In 024, there were 350 subpoenas per month and 250 for traffic hearings which takes about two hours to process for each subpoena.

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**	**2**	**0**	**5**	**8**	**+3**
Sergeant	1	1	0			
Officer	1	1	0			
Attorney				1	1	0
Legal Assistant				1	2	+1
Senior Legal Clerk				1	1	0
Senior Clerk				2	4	+2

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 assistant, 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 legal assistant I to support the unit's legal counsel, and two 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). Additionally requests made by other agencies, 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 one Sergeant serving as the direct supervisor of each unit. 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 200,000 minutes per year. In 2024, the unit allocated a significant amount of overtime and was able to respond to 1,000 requests and produce 350,000 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 49,580 hours spent on audio/video redaction[9]. 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 200,000 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 due to SB-1421, SB-16, and other mandates. Before 2023, all video requests incurred a fee. However, starting in 2023, a court mandate made these videos free of charge. This change has led to six frequent requestors consistently asking for videos to use, significantly increasing the workload.

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 and reviewed by SFPD Staff prior to release. Outsourcing this work would also require approval by the Civil Service Commission and notification to Local 21.

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 fourteen Legal Assistants 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. In addition to the standard workload, there is additional work involved if Airport and PSA starts using the body worn camera. This includes the time required to locate, review, and process the video footage, which can significantly increase the overall workload.

Risk Management Office - Legal Division						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Body Camera Unit	**1**	**2**	**+1**	**9**	**23**	**+14**
Lieutenant	0	1	+1			
Sergeant	1	1	0			
Legal Assistant				8	22	+14
Senior Legal Clerk				1	1	0

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.

Handling SB-1421 and SB-16 requests has been challenging and extremely time-consuming, preventing the Department from responding within customary time frames. Since 2006, the Department has used an electronic tracking system (AIMS) to record use of force incidents. However, these entries only indicate that a reportable use of force occurred, without specifying the type(s) of force used or whether great bodily injury was involved. Records from 2016 onward include the type of force used, but tracking great bodily injury has only recently begun. Injuries may not be apparent at the initial use of force and could become evident later, and this information might not be available in a police report. Risk Management Divisions often lack sufficient electronic entries to determine a record's eligibility for disclosure without reviewing the physical file in 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 2024, the SB-1421/SB-16 Unit received 144 PRA requests, which resulted in over 60,000 pages released.

Using established workload-based methodologies, the Project Team recommends the addition of six 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. Similar to the Body Worn Camera Unit, workload has increased drastically due to the passing of SB-16.

Risk Management Office - Legal Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
SB-1421/SB-16 Unit	**1**	**1**	**0**	**4**	**12**	**+8**
Sergeant	1	1	0			
Attorney				0	1	+1
Legal Assistant				4	10	+6
Senior Legal Clerk				0	1	+1

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 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	**10**	**11**	**+1**	**8**	**8**	**0**
Lieutenant	1	1	0			
Sergeant	9	10	+1			
Attorney				2	2	0
Principal Admin. Analyst				1	1	0
Legal Assistant				2	2	0
Senior Clerk				1	1	0
Senior Legal Clerk				2	2	0
OIS/In-Custody Deaths	**0**	**2**	**+2**			
Sergeant	0	2	+2			
Brady Unit				**3**	**3**	**0**
Attorney				1	1	0
Legal Assistant				1	1	0
Senior Legal Clerk				1	1	0
EEO Office	**1**	**1**	**0**	**1**	**1**	**0**
Sergeant	1	1	0			
Senior Clerk				1	1	0
Investigative Services Detail	**4**	**6**	**+2**			
Lieutenant	0	1	+1			
Sergeant	4	5	+1			
DIVISION TOTAL	**15**	**20**	**+5**	**12**	**12**	**0**

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 are 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 one Lieutenant, nine Sergeant/ Investigators, two Attorneys, two Legal Assistant, one Principal Analyst, two Senior Legal Clerk and one Senior Clerk 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 2024, there were 181 administrative investigations completed by IA. In 2024, there were 266 administrative investigations. The estimated time required to complete a comprehensive investigation is approximately 30 hours. Using this workload-based methodology, the Project Team recommend one additional Sergeant 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 2024, the IA Division completed 266 Chief's Level (minor) Investigations and 47 Commission Level (major) Investigations. Chief's Level investigations are estimated to take 35 hours to complete, while Commission Level investigations take approximately 140 hours. In IA Administrative Investigations, some of this workload is also distributed amongst the Sergeant Investigators, who provide assistance to the Attorneys in the cases described above. Using this workload-based approach, the Project Team recommends the addition of one Sergeant to support Internal Affairs Division.

Risk Management Office - Internal Affairs Division						
	SWORN			**CIVILIAN**		
	Current	**Recommended**	**Need**	**Current**	**Recommended**	**Need**
Administrative Investigations	**10**	**11**	**+1**	**8**	**8**	**0**
Lieutenant	1	1	0			
Sergeant	9	10	+1			
Attorney				2	2	0
Principal Admin. Analyst				1	1	0
Legal Assistant				2	2	0
Senior Clerk				1	1	0
Senior Legal Clerk				2	2	0

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. Due to staffing constraints, these four Sergeants share the workload with other Sergeants in the Investigative Services Detail and general administrative investigators. Their responsibilities include reviewing all documents and investigative materials related to an officer-involved shooting, with the actual investigative work conducted by the Investigative Services Detail and the 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 previous staffing report utilized a workload-based methodology, using the 10-year average for officer-involved shooting (OIS) incidents as the primary metric. Since 2015, OIS incidents have decreased by 55%. This approach uses data, during which there were four OIS incidents, each requiring approximately 800 hours of investigative time. Currently, there are no Investigators assigned to the Special Covered Incidents Unit, so Sergeants from the Investigative Services Detail (ISD) handle these investigations. The methodology indicates that only two Sergeants/Investigators are needed based on the number of cases and the time required per case. Assigning two Sergeants to OIS investigations will help alleviate the workload on ISD Sergeants/Investigators, allowing them to focus on criminal investigations or assist with other ISD investigations.
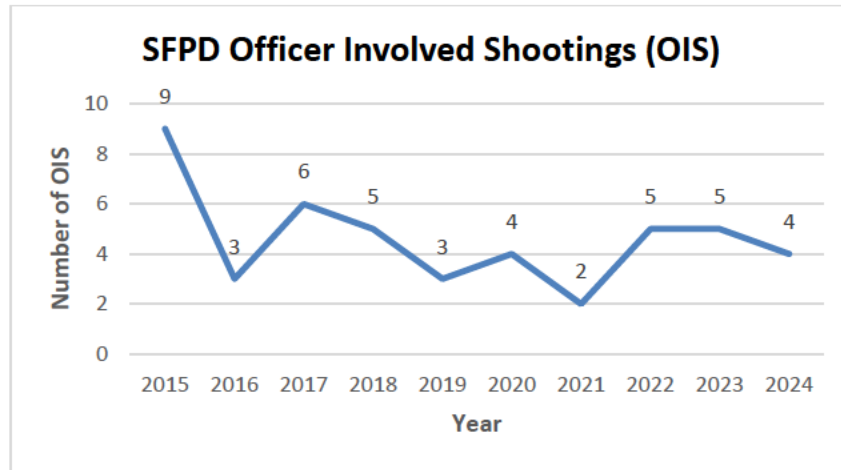
SFPD Officer Involved Shootings (OIS)

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 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 101 Brady Motions in 2024 and so far in 2025 we had about 51 Brady Motions as of.

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. Requiring enforcement agencies to employ individuals who hold a current and valid Basic certificate from the Commission on Peace Officer Standards and Training (POST), as police officer 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". Since January 1, 2023, SB 2 required 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.

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, 259 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, Legal Assistant and Sr. Legal Clerk positions have been set as unique/non-scalable. The Brady Unit should be monitored for backlogs and processing delays in the future, as these may indicate that staffing levels should be reexamined.

Risk Management Office - Internal Affairs Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Brady Unit				3	3	0
Attorney				1	1	0
Legal Assistant				1	1	0
Senior Legal Clerk				1	1	0

Equal Employment Opportunity (EEO) Office

The Equal Employment Opportunity Office investigates Equal Employment Opportunity complaints for referral to the Human Resources Department; work is conducted by a single Sergeant and supported by Senior Clerk. In 2024, the EEO Office handled 33 cases and closed 90 cases. Turnaround times for case reviews are difficult to measure.

Risk Management Office - Internal Affairs Division						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
EEO Office	1	1	0	1	1	0
Sergeant	1	1	0			
Senior Clerk				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 Lieutenant, 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 2024, the unit conducted ~~36~~ 23 criminal investigations, each requiring approximately 400 hours of investigative time from the Sergeant Investigators and approximately 50 hours of administrative support that is currently spread amongst the four Sergeants, one Sergeant is tasked overseeing the Unit. t. Since there is no Officer or clerical support at this time, the Acting Lieutenant is tasked with fulfilling additional support work, including filing the records and case files, payroll management, and supply ordering. The Project Team recommends, one additional Sergeant to the unit with the specialized investigation they conducted.

Risk Management Office - Internal Affairs Division						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Investigative Services Detail	4	6	+2			
Lieutenant	0	1	+1			
Sergeant	4	5	+1			

Policy Development Division

The Policy Development Division was established in May 2023 and tasked 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 Office, 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 reported directly to the Assistant Chief of the Chief of Staff. The division is comprised of three units: the Written Directives Unit, the Policy and Community Working Group Management Unit, and the Policy Development Unit.

Policy Development Division						
	SWORN			**CIVILIAN**		
	Current	**Recommended**	**Need**	**Current**	**Recommended**	**Need**
Administration	1	0	-1	2	2	0
Written Directives	1	1	0	1	2	+1
Policy Working Group	0	0	0	2	2	0
Policy Development Unit	3	3	0	0	1	+1
DIVISION TOTAL	**5**	**4**	**-1**	**5**	**7**	**+2**

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 should be managed by a Sergeant with support from one Officer, one Senior Analyst, 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 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)
2024	14	120	0	0	192	15	26	10	4,820

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

Policy Development Division						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
Written Directives Unit	**1**	**1**	**0**	**1**	**2**	**+1**
Officer	1	1	0			
Senior Management Assistant				0	1	+1
Management Assistant				1	1	0

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 Group	**0**	**0**	**0**	**2**	**2**	**0**
Senior Admin. Analyst				1	1	0
Management Assistant				1	1	0

Policy Development Unit

The Policy Development Unit is responsible for revisions, amendments, and updates to Department General Orders (DGOs), in accordance with a tiered system. General Orders are 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	**3**	**3**	**0**	**0**	**1**	**+1**
Senior Admin. Analyst				0	1	+1
Sergeant	2	2	0			
Officer	1	1	0			

Police Commission Office

The Police Commission Office acts as a liaison between the Department and the Police Commission and reported directly to both the Chief of Staff as well as the President of the Police Commission. Sworn Commission Secretaries (Sergeants) 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.

Police Commission Office						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Commission Office	**2**	**2**	**0**	**1**	**1**	**0**
Sergeant	2	2	0			
Executive Secretary				1	1	0

Chief's Office

Overview

Members in the Chief's Office provide high-level administrative support for the Chief of Police in managing the oversight of the Department and its operations. The Chief's Office includes three other units: Constitutional Policing, Behavioral Science Unit, and the Family Support Unit. The Lieutenant assigned to the Chief's Office serves as the Officer in Charge (OIC) for the Behavioral Science Unit and the Family Support Unit.

Furthermore, the Chief's Office also includes the Constitutional Policing Unit with one Director, one Sergeant, and one Principal Administrative Analyst 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.

Recommended Staffing

Chief's Office						
	SWORN			**CIVILIAN**		
	Current	**Recommended**	**Need**	**Current**	**Recommended**	**Need**
Division or Unit						
Chief's Office	4	3	-1	3	2	-1
Behavioral Science Unit	4	5	+1			
Family Support Unit	4	4	0			
Constitutional Policing	1	1	0	2	2	0
CHIEF'S OFFICE TOTAL	**13**	**13**	**0**	**5**	**4**	**-1**

Chief's Office

The Chief's Office is currently comprised of three sworn and three civilian employees. The Sworn detail includes one Lieutenant, one Sergeant, and one Officer who shares responsibilities for oversight of the office. They triage, refer, and elevate points of contact to the Chief as appropriate, including 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 and clerical staff who help manage scheduling, emails to the Chief, and other administrative support assignments and special projects.

Chief's Office						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
Chief's Office	**4**	**3**	**-1**	**3**	**2**	**-1**
Chief of Police	1	1	0			
Lieutenant	1	1	0			
Sergeant	1	1	0			
Officer	1	0	-1			
Executive Assistant				2	1	-1
Senior Clerk				1	1	0

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 manage mental health and peer support programs, including services to help staff manage stress, depression, or unhealthy habits, such as alcohol dependency. Additionally, the unit has recently acquired a Peer Support Facility Dog (PSFD), used during station visits, department training, debriefings and defusing. The PSFD can have a psychological grounding effect for members that have experienced trauma and can help reduce stress by providing emotional support after critical incidents. Moreover, the City has an Employee Assistance Program (EAP) for general City employees that serves as a resource for Department members; however, the SFPD BSU program provides law enforcement-specific support, services, and insight, which justifies the need forsworn members in these positions.

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.

Behavioral Science Unit						
	SWORN			CIVILIAN		
	Current	Recommended	Need	Current	Recommended	Need
BSU	**4**	**5**	**+1**			
Sergeant	1	1	0			
Officer	3	4	+1			

Family Support Unit (FSU)

The Family Support Unit (FSU) provides comprehensive support to both current and retired members of the department and their families. Working in tandem with the Behavioral Science Unit (BSU), the FSU ensures the health, stability, and dignity of its members through a variety of services. These include assistance with bereavement leave, coordination of memorial services, and acting as a liaison between

family members and investigative units. The FSU also advocates for and coordinates administrative documentation for available programs and death benefits for member dependents. Additionally, the unit offers support for employee leaves, including FMLA, and assists with work-related PTSD or stress claims. By fostering a supportive environment, the FSU plays a crucial role in honoring fallen officers and providing necessary resources to their families. Due to the unique functions of this new unit, the non-scaling methodology was used to determine staffing recommendations. The Project Team recommends the unit monitor workload for future analyses.

Family Support Unit						
	SWORN			*CIVILIAN*		
	Current	Recommended	Need	Current	Recommended	Need
FSU	4	4	0			
Sergeant	1	1	0			
Officer	3	3	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 Principal Administrative Analyst.

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).

One Sergeant provides support to the Director of Constitutional Policing and works closely with the Investigations Bureau and Field Operations Bureau to identify areas where additional guidance and training is needed. The Sergeant also designs and implements internal training related to the Fourth Amendment and conducts legal and policy research on projects as assigned. The Principal Administrative Analyst supports 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 analyst also assists 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. Recent projects include 19B surveillance technology policy, Flock ALPR and other technology project implementation. 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	**1**	**1**	**0**	**2**	**2**	**0**
Attorney				1	1	0
Sergeant	1	1	0			
Principal Administrative Analyst				1	1	0

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 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 *Short-term*	Captain's Staff at District Stations are primarily filled by sworn. The addition of a civilian member or part-time retirees who were previously sworn 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.
CIS, Administration Bureau	Civilianize entire unit *Short-term*	Both the Records unit and Property Control within the Crime Information Services (CIS) have civilian classifications that have the knowledge, skills, and abilities to perform all the duties that were previously or currently fulfilled by sworn members. Suggested classification: 1939 Evidence Technicians, 1406 Senior Clerks	The Department currently utilizes some sworn members on temporary modified duty in this assignment and will need to determine strategies for utilizing these members in other areas.
Crime Scene Investigations (CSI), Investigations	Civilianize entire unit *Short-term*	CSI has implemented the civilianization process where the Criminalist position is able to fulfill all the duties and responsibilities that were performed by sworn members. The Department should obtain additional civilian funding to replace the remaining sworn, including supervisory ranks. Suggested classifications 8259 - 8262 and 0922	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 funded and hired.

Unit	Civilianization Opportunity	Benefits	Challenges & Considerations
Report Writing Unit, FOB	Civilianize unit *Medium/long-term*	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. Suggested classification: 9209 Community Police Services Aide	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.
Department Operations Center (DOC), FOB	Civilianize unit *Medium/long-term*	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. Suggested classification: 9209 Community Police Services Aide	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.

# SFPD Staffing Context

Summary

- SFPD staffing levels had 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. However, various recruitment and hiring strategies have helped sworn staffing levels remain leveled since 2023. New efforts to rebuild the ranks are still needed to ensure the Department is able to increase staffing levels in the coming years.
- Over the past several years, the Department has averaged roughly 120 sworn separations each year due to retirement, resignation, and termination. This does not include recruit training attrition, which are those separations that occur in the Academy during the first several months of employment). Members are only considered fully sworn police officers upon graduation of the police academy.
- Over the past several years, the graduation rates of academy recruits have been extremely low compared to prior years. Recent data shows only about half of new entry-level recruits will graduate from the police academy to become sworn police officers.
- All of these points taken together indicate that even to just *maintain* staffing levels, SFPD will need to hire approximately 220 recruits to 1) account for training attrition, and 2) to backfill active sworn members who are projected to separate due to retirement, resignation, and termination.
- The landscape of law enforcement continues to change based on the needs of the community and evolution of technology. With this, new units and staffing needs have developed in the past few years to combat the crimes happening within San Francisco.

Trends in Staffing Levels

Citywide Full Duty Staffing

The San Francisco Police Department's declining staffing trend has finally started to change in recent years. Although SFPD experienced a significant decline in staffing since 2019, staffing levels began to stabilize between 2023 and 2025. The Department only had a 2% decrease between 2023 and 2025, compared to 20% between 2019 and 2023.

Citywide Full Duty Sworn, January 2019 – June 2025
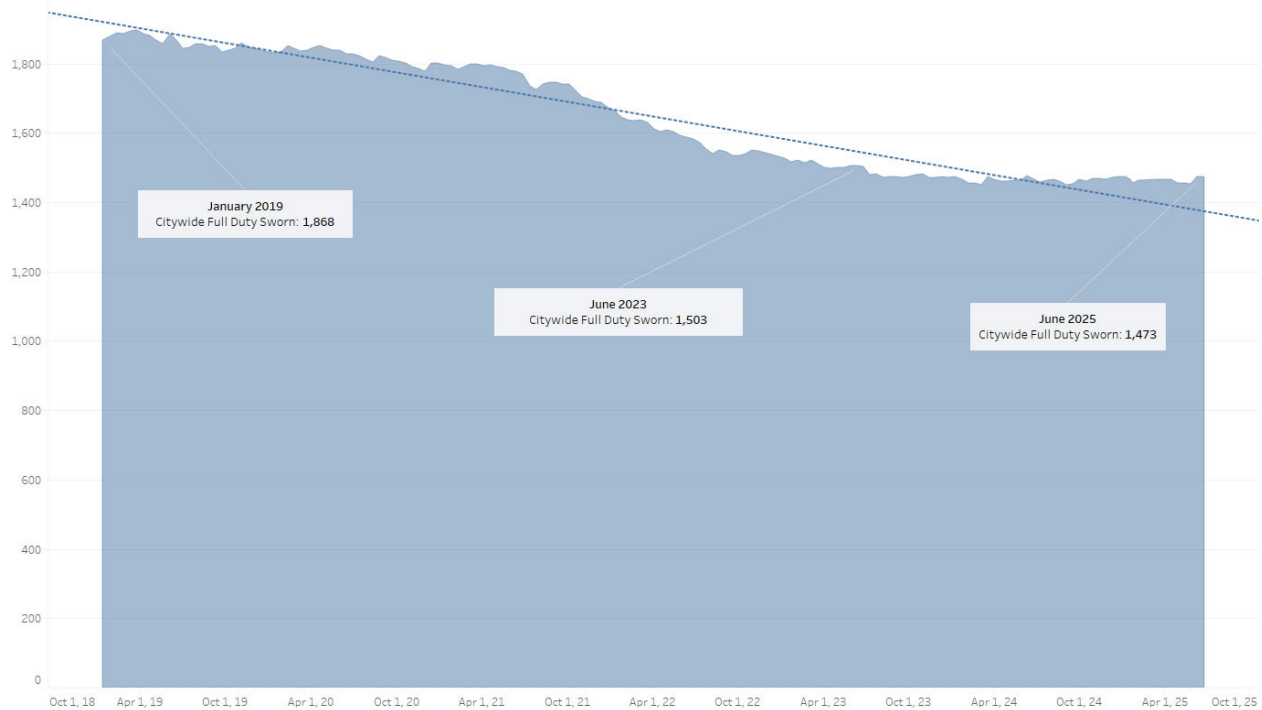
## *Declining District Station Staffing*

Operationally, SFPD also 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 with overall citywide staffing over the past several years.

The number of full duty sworn Police Officers at the District Stations has declined 27% over the roughly seven-year period from January 2019 to June 2025, from 1,012 to 738. The number of full duty sworn Police Officers at the District Stations has declined slightly more (27%) than the number of citywide full duty sworn (21%) 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 – June 2025
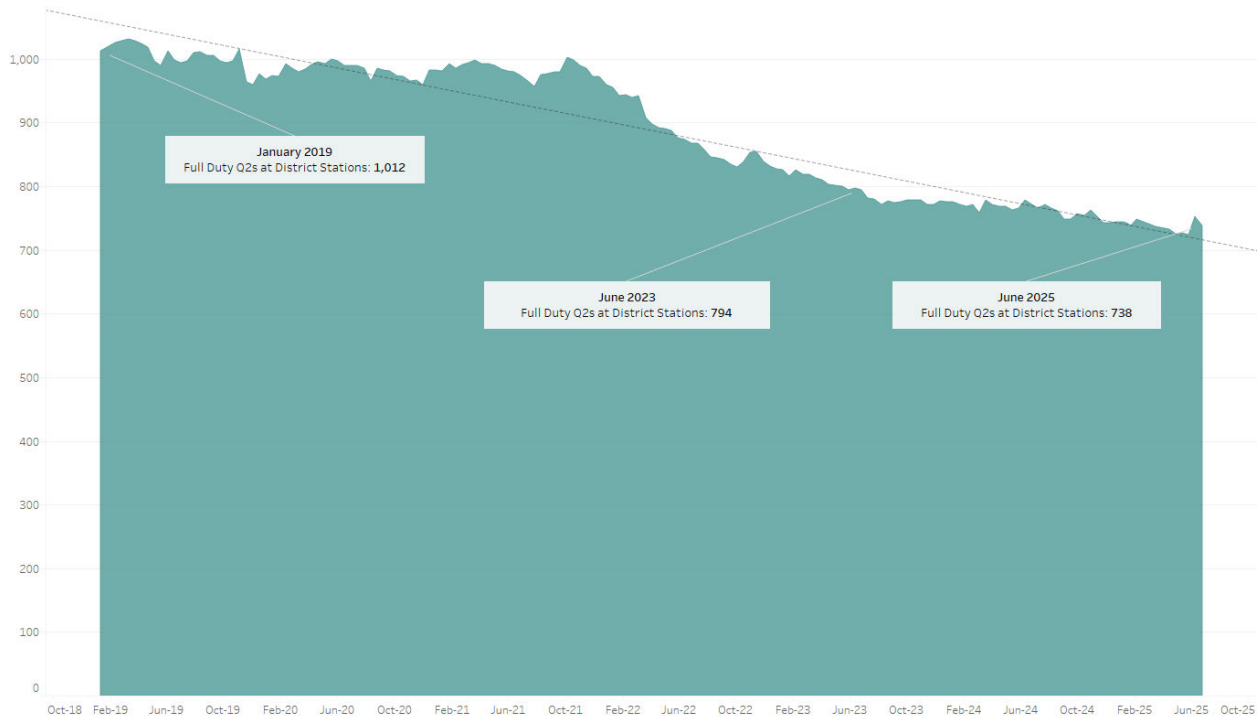
Airport Full Duty Staffing

In addition to the Citywide sworn staffing deficit, the San Francisco Airport (SFO) has also been experiencing the effects of sworn staffing shortages. Airport full duty staffing has declined by roughly 24% from 155 in 2019 to 119 in 2025 as the San Francisco Police Department has less sworn staff available to be assigned to the Airport Bureau. Furthermore, over the years, the airport has continued to expand operations. It is important to note this report does not consider current SFPD Airport staffing levels or recommended Airport staffing. Previous analyses conducted by SFO identified staffing needs of approximately 200 sworn members and an additional 200 civilian staff. The Project Team recommends SFO leadership to conduct an updated analysis to determine appropriate staffing levels for SFPD staff assigned to the Airport Bureau. This should be included in future reports to ensure the entire Department's staffing deficit is identified.
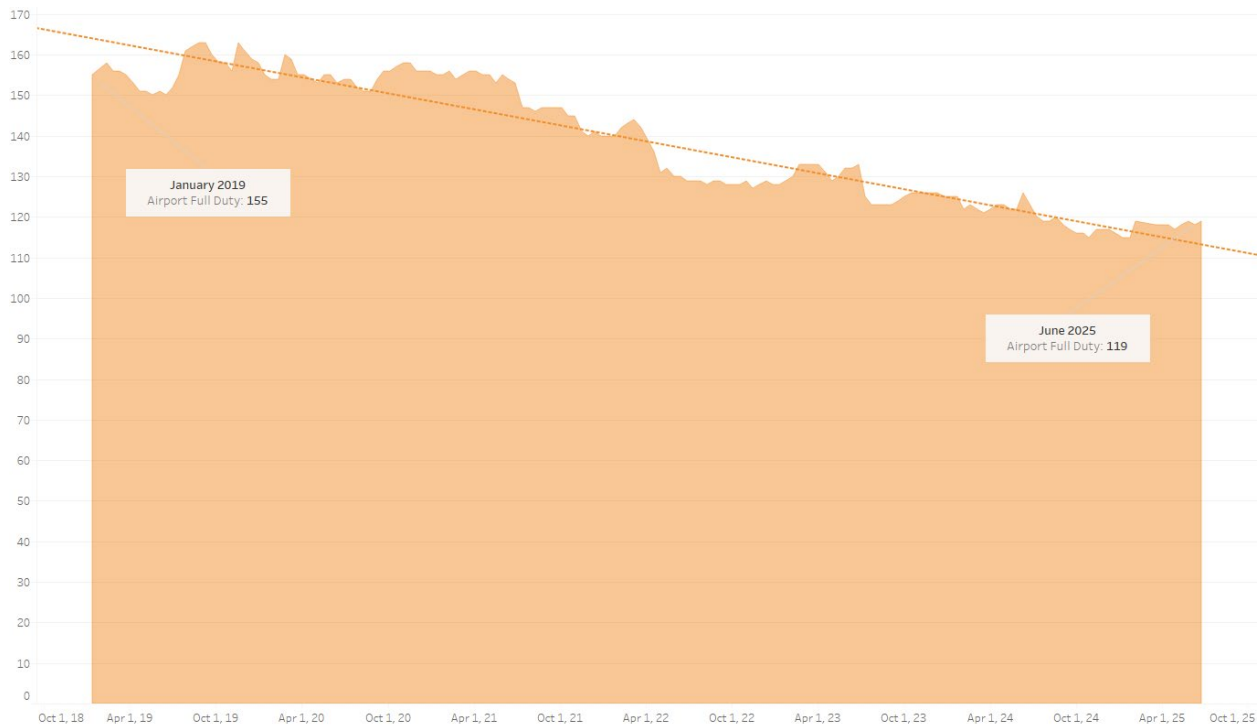
Reasons Behind Declining Staffing Levels

Department Separations

SFPD monitors separations across four different categories to track and analyze the total number of individuals separating from the department.

- Separations in the Academy: This category includes those individuals who have been hired into the Department as a sworn member, but separate via release (e.g., training failure or disciplinary issues) or resignation (e.g., personal reason) sometime during the first several months during the Police Academy
- Separations in Field Training (FTO): This category includes individuals who graduated from the Police Academy, but have separated while still in training assigned to one of the designated Field Training Stations.
- 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).
- 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.
- SFPD also tracks the "In Memoriam" category for each fiscal year.

SFPD Separations by Major Category, FY 2019 – FY 2025
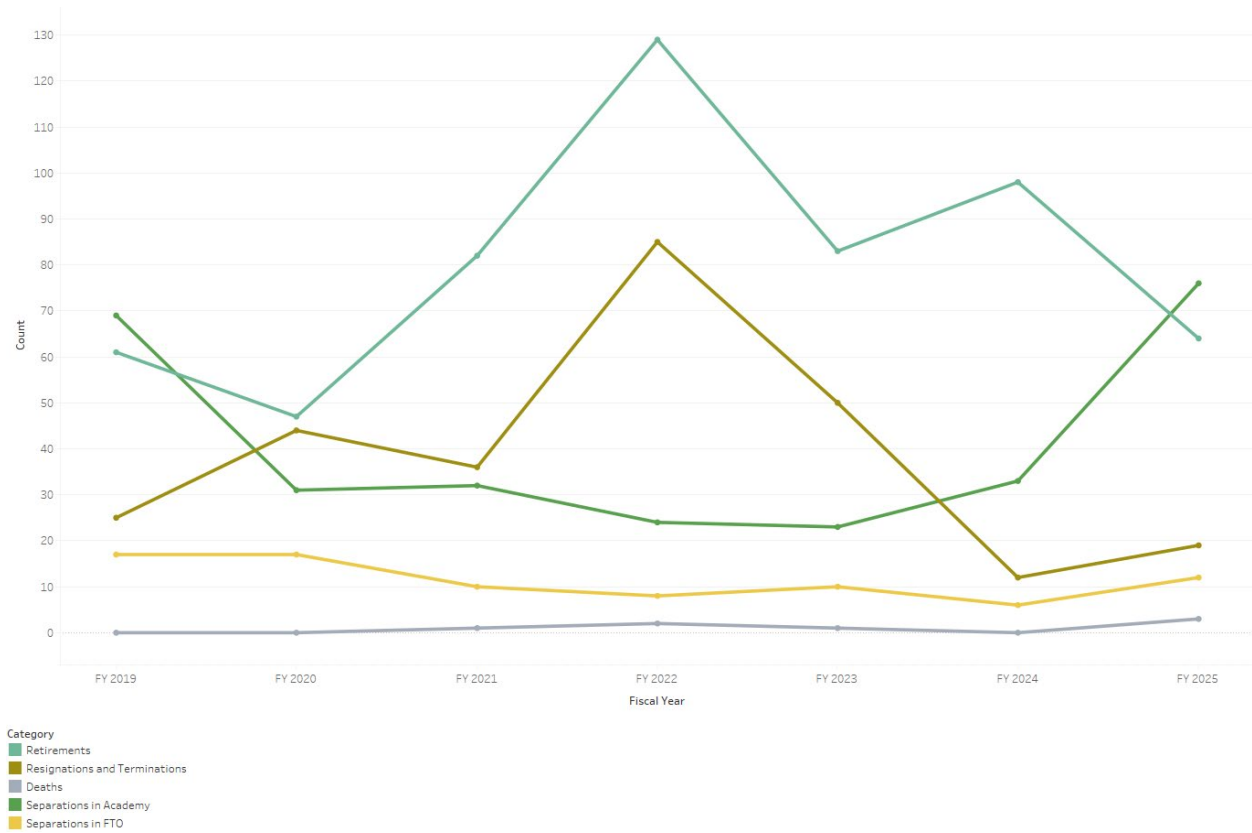
For the purpose of this analysis, we explore separation trends in the four major categories over the past five fiscal years, FY 2019 to FY 2023.

Table: Separations by All Separation Categories, FY 2019 to FY 2025

	Grand Total	Separations in Academy	Separations in FTO	Resignations and Terminations	Retirements	Deaths
FY 2019	172	69	17	25	61	0
FY 2020	139	31	17	44	47	0
FY 2021	161	32	10	36	82	1
FY 2022	248	24	8	85	129	2
FY 2023	167	23	10	50	83	1
FY 2024	149	33	6	12	98	0
FY 2025	174	76	12	19	64	3
Grand Total	1,210	288	80	271	564	7

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 several years. Although the Department currently has a significant number of sworn members eligible to retired, the Department anticipates retirement levels will remain consistent year over year. It is difficult to project the actual number of retirements due to various factors including retirement tiers, policy changes, and personal circumstances which could all affect when a member will retired from SFPD.

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 recent years show a significant decrease in members resigning to "lateral" to other law enforcement agencies. There has also been an increase in members returning to SFPD and new incoming laterals from other agencies.

### 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) 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 several fiscal years, an average of 120 individuals per year have separated due to "non-Academy training" separations – retirement, resignation, and termination. **Therefore, roughly 120 individuals must *fully complete* the Police Academy training and enter the sworn workforce to backfill those members that separate. It is important to note that even after the Police Academy, sworn members must still complete field training and probation.**

Trends in the Academy

Over the past several years, the number of Recruits entering the Academy has trended downward, from 279 in 2016 to 44 in 2023. However, due to recent recruitment and hiring strategies, the Department has been filling each class to the maximum of 55 recruits. 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, FY 2019 – FY 2025
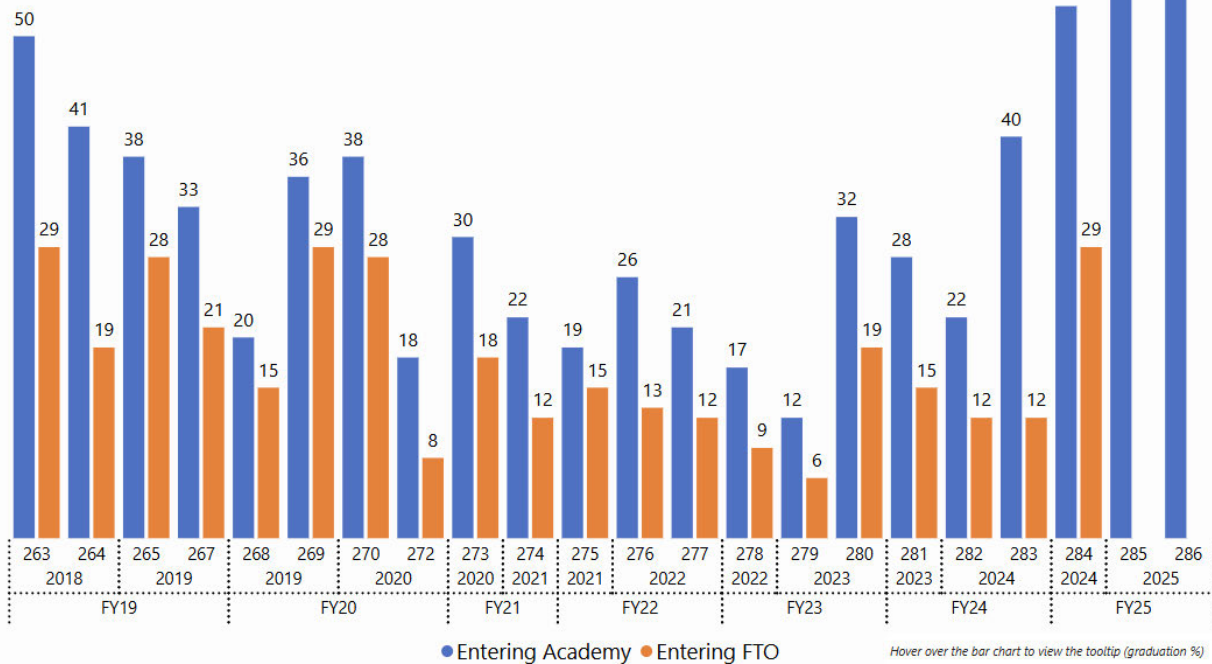
Class 285 and Class 286 are still in the Academy

This chart illustrates some significant trends. First, fewer Recruits entered the Academy in the years FY 2020 – FY 2024 compared to FY 2025 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.