




CITY AND COUNTY OF SAN FRANCISCO
POLICE DEPARTMENT
HEADQUARTERS
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WILLIAM SCOTT
CHIEF OF POLICE

To: L. Julius M. Turman, President of the Police Commission
Members of the Police Commission

CC: William Scott, Chief of Police
Sgt. Rachel Kilshaw, Secretary to the Police Commission

From: Catherine McGuire, Chief Financial Officer, SFPD 

Date: March 16, 2018

Subject: Reporting on Membership of Staffing Task Force, Approach, and High-level Timeline

President Turman and Members of the Police Commission:

Per San Francisco Board of Supervisors Resolution 63-17 ("Resolution"), the Department is reporting on the development of the membership of a Staffing Task Force, the implementation approach, and a high-level timeline for a staffing analysis.

The Resolution specified the representation of the Task Force as a "cross-section of experts, data analysts" who are "representatives from the U.S. Department of Justice, Office of Community Oriented Policing Services (COPS), San Francisco Police Department's Command Staff, the Office of the City Controller, the Department of Police Accountability, the Office of the Sheriff, the Department of Emergency Management, and other private organizations, such as the Bar Association." Our approach to meet the spirit of the resolution, will be as follows, starting with community input.

Community Stakeholders

The Resolution also suggested community stakeholders be included on the Task Force, to include the community voice/perspective in the Task Force's work. In order to gather the community's perspective on staffing in the Department and because of the wide diversity of perspectives in San Francisco, many members (likely in excess of 20) would be needed to sit at the table.

As a result, the more inclusive and representative approach will be to use the existing Executive Sponsor Working Group (ESWG) on Community Policing that Commander Lazar oversees and that is developing a Community Policing Strategic Plan. The ESWG has a membership of over 30 representatives from community organizations of varying types. The Controller's Office has worked with the members of the ESWG to identify representatives of additional organizations, identifying over 500 community organizations. The Controller's Office has surveyed the ESWG and received responses from 140 of the additional organizations on what is important to them in Policing, which is informing the development of the Community Policing Strategic Plan.

This Strategic Planning process has identified Staffing as a key component in the plan. This information is exactly the information SFPD needs in order to provide the community perspective and is the best way to inform

the Task Force on community preferences regarding Police Staffing. Further, since the Controller's Office will be sitting on the Task Force, they will be available to ensure the results of this process are represented fairly, accurately, and thoroughly.

Data Analysts and Police Staffing Experts

The list of Departments/Organizations that will be represented on the Task Force, as well as the individuals to whom we will extend invitations to sit on the Task Force is below. These individuals represent a cross-section, as defined in Supervisor Yee's resolution, of data analysts and experts. We are adding three roles on the Task Force beyond those contained in the Legislation and are suggesting eliminating two roles.

SFPD Command Staff	Robert O'Sullivan
Department of Emergency Management	Anne Raskin
Controller's Office	Corina Monzon
Department of Police Accountability	Samara Marion
*Police Commission	Assigned by Commission
*International City/County Management Assn	Leonard Matarese
*Police Staffing Expert	Craig Fraser (formerly of Police Executive Research Forum)

The organizations marked with an asterisk are the roles being added. We are recommending a representative of the Commission both to keep the Commission informed as to progress and methods being developed and also because the Resolution urged the Commission to form the Task Force. This addition also brings community voice to the table, to be paired with the more robust community perspective discussed above.

We are adding a Police Staffing expert who has performed analyses and served the International City/County Management Association (ICMA). Mr. Matarese has provided lectures and guidance to members of ICMA on multiple types of law enforcement staffing analyses and their methodologies.

Finally, we are also suggesting the addition of Craig Fraser. Mr. Fraser led the last SFPD Organizational Assessment, which included a Staffing Analysis, from the Police Executive Research Forum (PERF). The methods he used in the last San Francisco study are also widely accepted by experts as the best way to calculate staffing needs in police patrol.

We have removed two roles specified in the Resolution. The first, the USDOJ Office of Community Oriented Policing Services, following the dissolution of the partnership with SFPD late last year. Further, the expertise provided by the Community Oriented Policing Services is well-represented by Mr. Matarese, as he was an original advisory board member and trainer for the National Institute of Justice/ICMA Community Oriented Policing Project.

Second, the Sheriff's Office has been removed as a representative in the Resolution. Although they are familiar with law enforcement staffing, the methodologies, analytics and expertise surrounding jail staffing is unique to a controlled, institutional environment, distinct from a community-based law enforcement environment.

Approach

Given that these professionals will likely be volunteering their time, we want to minimize the time commitment required of them. We will engage the Task Force during key events in the project to ensure that they are included in the development of the methodologies and can assist in interpreting results, where appropriate.

Meeting Timeline and High-level Agendas

Meeting 1 (May 2018) – Kickoff, review existing methodology for Sector Patrol analysis, review results, provide feedback, review community input

Meeting 2 (June/July 2018) – Present/review functional analysis, discuss Investigations methodology

Meeting 3 (September 2018) – Present/review Investigations staffing analysis, discuss Special Operations methodology

Meeting 4 (November 2018) – present/review Special Operations staffing analysis, discuss support functions methodology

Meeting 5 (February 2019) – present/review support functions staffing analysis, present review compilation of all analyses.

Next Steps

We will proceed to send letters to each of these individuals inviting them to participate. We will request a response within one week. Should the individual not wish to participate, we will request a suggestion for another person to participate.