



# The Police Commission

---

## CITY AND COUNTY OF SAN FRANCISCO

June 17, 2021

Chief William Scott  
Chief of Police

Dear Chief Scott,

MALLA COHEN  
President

CINDY ELIAS  
Vice President

JOHN HAMASAKI  
Commissioner

DION-JAY BROOKTER  
Commissioner

LARRY YEE  
Commissioner

JAMES BYRNE  
Commissioner

At the meeting of the Police Commission on Wednesday, June 16, 2021, the following resolution was adopted:

Bergant Stacy Youngblood  
Secretary

### **RESOLUTION NO. 21-60**

#### **ADOPTION OF RESOLUTION PRESCRIBING METHODOLOGIES FOR USE IN PREPARATION OF THE SAN FRANCISCO POLICE DEPARTMENT 2021 STAFFING REPORT**

WHEREAS in February 2019, the San Francisco Police Department engaged an independent consultant to design and advise on public safety staffing methodologies through a collaborative process that leaned heavily on input from the Police Commission, Board of Supervisors, and key stakeholders,

WHEREAS the San Francisco Police Department, in partnership with the Police Commission and San Francisco Board of Supervisors, organized a Staffing Taskforce and met periodically throughout 2019 to provide recommendations and findings related to staffing,

WHEREAS in March 2020, the consultant released an independent report on Department staffing levels, one that employed a number of methodologies developed in partnership with representatives from the Police Commission,

WHEREAS in November 2020, San Francisco voters approved Proposition E, which omitted minimum staffing requirements for the San Francisco Police Department from the City charter,

WHEREAS the proposition further required the San Francisco Police Department to set its staffing levels based on an analysis of needs, performed and reported to the public in each odd-numbered calendar year starting in 2021,

WHEREAS the City charter delineates the Police Commission as the policy-setting body for the San Francisco Police Department,

WHEREAS Proposition E, as passed in November 2020, called on the Police Commission to exercise its policy-setting responsibilities by prescribing methodologies for use in preparation of the Department's biannual staffing study,

WHEREAS the biannual staffing study will be used to set the target number for sworn police officers employed by the City and County of San Francisco,

NOW, therefore be it

RESOLVED that, when conducting its 2021 study to determine staffing levels, the Chief of the San Francisco Police Department shall direct his staff to employ the following methodologies:

- A) Workload-based methodology, which takes into account the time needed to complete tasks, multiplied by volume, to assess the total number of workload hours for each position;
- B) Ratio-based methodologies, including span of control analysis, support to other staff, and ratios based on other variables such as instructor-to-student ratios or number of Part I crimes to each available officer;
- C) Non-scalable methodologies, including selective analysis for positions that provide the Department with a specific capability or analysis of unique roles that do not scale, such as senior leadership positions;
- D) Fixed-hours methodology, for positions whose staffing needs are based on a fixed number of hours that need to be staffed (e.g., SWAT and K9)

FURTHER RESOLVED that the Chief and his designees may apply electronic tools, conduct internal and external interviews, and collect and analyze internal data to source information needed to execute the methodologies listed above,

FURTHER RESOLVED that the Chief shall ensure that the report includes a discussion of redeployment strategies informed by changing staffing needs, and shall consider the potential impact of Street Crisis Response Teams to the future disposition of its sworn staff,

FURTHER RESOLVED, that in employing the workload methodology on analysis of calls for service, the report shall include a discussion of the potential impact on police staffing levels of transferring the primary response duty for Priority C calls to other city agencies for issues related to homelessness, mental health, substance abuse, well-being, and traffic enforcement,

FURTHER RESOLVED, that the study shall explore, in quantifiable terms where possible, the relationship between the amount of time dedicated to foot or vehicle patrols in each district and improved public safety outcomes,

FURTHER RESOLVED that, to maximize the number of sworn members performing operational roles, the report shall include a discussion of civilianization opportunities,

FURTHER RESOLVED that the Chief of Police shall, no later than August 31, 2021, provide the Commission, at a public meeting, a verbal update on the development of the staffing report, which shall include any foreseeable need to deviate from the methodologies listed herein and notifications regarding the expected publication timeline,

FURTHER RESOLVED that the Commission Secretary shall advise the Chief of the San Francisco Police Department of this policy.

AYES: Commissioners Cohen, Elias, Brookter, Hamasaki, Byrne  
ABSENT: Commissioner Yee

Very truly yours,



Sergeant Stacy Youngblood  
Secretary  
San Francisco Police Commission

1211/rct

cc: Director D. Oliva-Aroche  
Sr. Analyst L. Gamero