



OFFICE OF INSPECTOR GENERAL

STAFFING MINIMUMS AND BUDGET REQUIREMENTS

Executive Summary

In November 2020, San Francisco voters approved the creation of a Sheriff's Department Oversight Board ("SDOB") and an Office of Inspector General ("OIG").¹ The seven-member SDOB oversees the OIG, recommends best practices, conducts community outreach, and prepares quarterly reports to the Sheriff and Board of Supervisors.

The OIG is an independent agency that will report to the SDOB and is responsible for: reviewing and investigating administrative complaints, investigating in-custody deaths, recommending disciplinary action to the Sheriff, publishing information regarding disciplinary recommendations to the extent permitted by law, preparing and publishing detailed quarterly and annual reports that include investigation outcomes and trend analysis, developing and recommending use-of-force policies and a comprehensive internal review process for use-of-force and critical incidents, and monitoring SFSO operations through audits and investigations.

Before independent civilian oversight of the San Francisco Sheriff's Office ("SFSO") was presented to the voters, the DPA stepped in to temporarily fulfill that role on a case-by-case basis at the request of the Sheriff. In early 2020, the DPA and SFSO memorialized their working relationship with a Letter of Agreement ("LOA") which delegated the investigation of certain high-profile SFSO misconduct complaints to the DPA, along with the presentation of formal findings and disciplinary recommendations. The DPA has taken over several complex investigations from SFSO's internal affairs and has successfully opened 118 cases and investigated over 38 cases from start-to-finish. Based on the existing LOA and the successful working relationship between the DPA and SFSO, the DPA is in a unique position to aid in creating and supporting the OIG in its early stages of development.

The plan below provides a phased roll out plan and a breakdown of estimated costs. The total estimated cost is **\$3,897,430*** with a reoccurring cost of **\$3,535,430**. We estimate it will take the OIG three years to become fully autonomous from the DPA.

PHASES

Phase 1 -Discovery

Length: 1-6 months

- Consists of hiring the following positions: Inspector General and Chief of Staff
- Purchasing Equipment, Furniture and DT, Rent, Additional Costs

¹ San Francisco Charter 4.137

- Costs will be limited to developing infrastructure to support staff in phase 2
- Installation of Furniture and IT Equipment
 - IT will be managed by DPA Tech with assistance from DT
- Purchasing Case Management System– Can take up to six months to one year.
 - Sheriff Cases are currently managed on DPA’s Salesforce system. The new oversight agency will not need to cover the expenses of the new system until Phase 2 or later
- Develop programs, policies, procedures, and memoranda
 - DPA currently has investigative processes, procedures, and policies in place for Sheriff Oversight investigations: During phase 1, the IG and Chief of Staff will focus on refining the procedures and develop a contractor investigative process with City Attorney and DPA staff.
 - DPA and IG will create hearing procedures
- DPA admin staff will assist with creating and sending letters to the complainant and case disposition letters.

Phase 2 – Hiring

Length: 6 months to 1 year

- Hiring: All remaining positions
- Purchase and install all remaining web-based programs
- Develop Outreach plan and purchase outreach materials
- Develop case and document retention policy
- Develop SB 1421 and SB 16 procedures
- Launch Case Management System
- DPA onboards all OIG staff and provides case management and training on investigations
- DPA and the Controller’s office will support OIG’s audit requirement. OIG will need to hire or develop audit infrastructure.

Phase 3 – Development

Length: 1 year to 2 years

- OIG takes over all Sheriff Cases from DPA
- OIG launches website and outreach materials
 - DPA assists with the development of outreach materials and OIG website.
- OIG identifies department location
- OIG will need to contract with the Controllers Office to support the audit requirement.

COST BREAK DOWN

Position (Class)	FTE	Cost per FTE	Total Cost
Inspector General (Dept Head III)	1.00	\$315,557	\$315,557
Sr Investigator (8126)	2.00	\$166,938.20	\$333,876.40
Investigator (8124)	8.00	\$152,167.60	\$1,217,340.80
Attorney (8177)	1.00	\$298,656.80	\$298,656.80
Executive Secretary (1450)	1.00	\$120,666.00	\$120,666.00
Legal Assistant (8173)	1.00	\$146,489.20	\$146,489.20
Assistant Chief Attorney (8181)	1.00	\$338,574.60	\$338,574.60
Public Relations Officer (1314)	1.00	\$168,831.00	\$168,831.00
Total Staffing	16	-	\$2,939,992
Overhead Costs (HR, IT, Office Space)		24,129	386,064
% Overhead Costs (of total)			14%
Additional Cost			
Vehicles + Maintenance			\$35,000
Outreach Materials			\$13823.99
GRM			\$1,200
Bathroom Renovations			\$70,000
Parking Garage			\$3,000
Video Technology (Evidence.com)			\$30,000
Westlaw, Snag it, Pacer, Report Program			\$6,350
Supplies			\$30,000
CMS (One time set up, 100,00 re-occurring)			\$300,000
Training (2,000 X FTE)			\$32,000
Transcripts			\$50,000
Total OIG Cost			\$3,897,430 ²

The Board of Supervisors Budget and Legislative Estimated Cost proposed funding for the OIG \$2,793,032. The cost does not include the one time cost of the Case Management System \$300,000 (\$100,000 re-occurring cost), two additional positions (Public Relations Officer and Assistant Chief Attorney) an OIS vehicle, parking, additional computer programs and training. The difference between the two plans is \$1,104,398. The difference is accounted for in the two proposed positions (total \$672,451) and additional expense (total \$431,947).

² DPA estimates include updated position salaries and fringe benefits.

POSITIONS

8124 Complaint Investigator

Duties: OIG investigators must investigate all complaints that a deputy acted inappropriately or neglected a duty. OIG investigators are responsible for sworn and contractors. OIG may not reject cases based on the sufficiency of evidence.

Staff: 8 Positions

Cost: \$1,217,341(w/approx. fringe)

8126 Senior Investigator

Duties: Manage team of 3-4 8124 investigators. Review 8124 investigators work in the form of the interviews they conducted, the evidence they reviewed, and their closure reports. Assist in outreach events which include doing presentations at the academy and SDOB.

Staff: 2 Positions

Cost: \$333,876 (w/approx. fringe)

8177 Staff Attorney

Duties: Conduct in-depth legal review of all cases handled by their team of 3 to 4 investigators

Assist in drafting Final Reports, Review all closure reports. Conduct legal research to assist in the drafting of policy and procedure for the agency and SFPD. Legal review and redacting of documents pertaining to case reviews and 1421 requests. Act as hearing officer for SFSO IG case.

Assist in outreach events.

Staff: 1 Position

Cost: \$298,657 (w/approx. fringe)

8181 Chief of Staff (Converting from 8177)

Duties: Oversee and manage the day to day work of the agency. Assist in the drafting of policy and procedure as it pertains to the San Francisco Sheriff Office.

Conduct interviews with media pertaining to the agency and any high profile cases being handled by the agency. Regularly meet with city officials and the police commission to discuss the agency's progress, issues, and future agency development plans. Review and finalize all closure and sustained reports that the agency produces. Maintain and monitor all case closure numbers and current caseloads of individual investigators. Work with the city attorney to develop investigation practices for SFSO contractors. Assist in outreach events.

DPA added a Chief of Staff position to help develop policy and procedures. This position is also necessary to develop memoranda of understanding for document protocols with SFSO and access to videos and reports.

Staff: 1 Position

Cost: \$338,575 (w/approx. fringe)

1450 Executive Secretary

Duties: Draft and mail all status and findings correspondence to officers, complainants, and SFSO. Assist in the assembling of exhibits and binders pertaining to sustained reports. Assist in working the reception area which includes answering and forwarding phone calls, assisting individuals who come in and want to file a complaint, and signing for packages. Ordering and maintaining of all office supplies for the agency.

Staff: 1 Position

Cost: \$120,666 (w/approx. fringe)

1873 Legal Assistant

Duties: Create and send out disposition letters and contact letters. Assist with legal research, discovery requests, trial prep and help. Assist with records management and data entry.

Staff: 1 Position

Cost: \$146,489 (w/approx. fringe)

1314 Public Relations Officer

Duties: Oversees the development and administration of outreach materials, campaigns, and websites for the purpose of establishing and maintaining an effective public relations program, including multilingual and multicultural programs. Analyzes the extent of public understanding and acceptance of the department's programs and activities through market research projects, including: identifying specific demographic groupings for programs and activities, setting objectives, developing a detailed plan and strategy, and analyzing results. Develops, prepares, and implements marketing and promotional programs to increase support for the OIG and the use of department services.

DPA added a Public Relations Officer in lieu of a program manager (DPA current outreach coordinator) to ensure professional communications (across) multiple platforms, including websites, community events, campaigns. The position will also be responsible for press releases and developing brochures, PowerPoint presentations, and videos to increase awareness of OIG.

Staff: 1 Position

Cost: \$168,831 (w/approx. fringe)

0963 Inspector General

Duties: Directs the development and timely implementation of departmental goals, policies, and strategic plans; manages the allocation of resources and service levels to meet client needs. Oversees the operation of all departmental functions, activities, and programs; sets objectives and monitors the performance of subordinate staff engaged in defined activities. Determines the organizational structure, staff assignments, service levels and administrative systems required to accomplish a department's mission in an effective and efficient manner. Consults with the Mayor regarding department programs; coordinates activities with other City departments; represents a department before and /or provides information to commissions, boards, committees and representatives from federal, state, and local agencies organizations, or the media.

Staff: 1 Position

Cost: \$315,557 (w/approx. fringe)

Total Positions: 16

Total Cost: \$2,939,992 (w/approx. fringe)