Police Staffing, Expenditures, and Workload Follow-Up Report

A Report from the City Auditor
Issued April 2026
http://www.sanjoseca.gov/auditor

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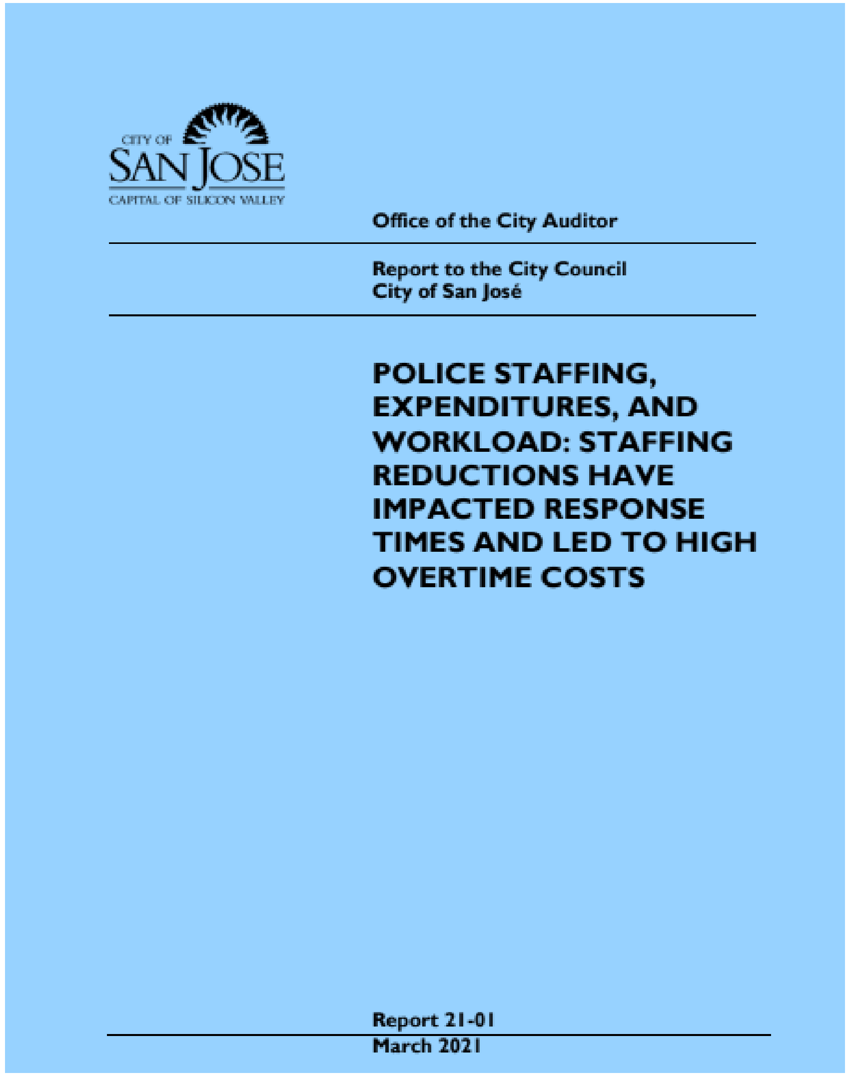
Public Safety, Strategic Support and Finance Committee

Agenda Item (d) 2.

Background

- This is a follow-up to the 2021 audit: *Police Staffing, Expenditures, and Workload: Staffing Reductions Have Impacted Response Times and Led to High Overtime Costs*
- The objective was to review the Police Department's staffing, spending, and calls for service over time, including the allocation of staff by bureau or division, and use of overtime


CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

Office of the City Auditor

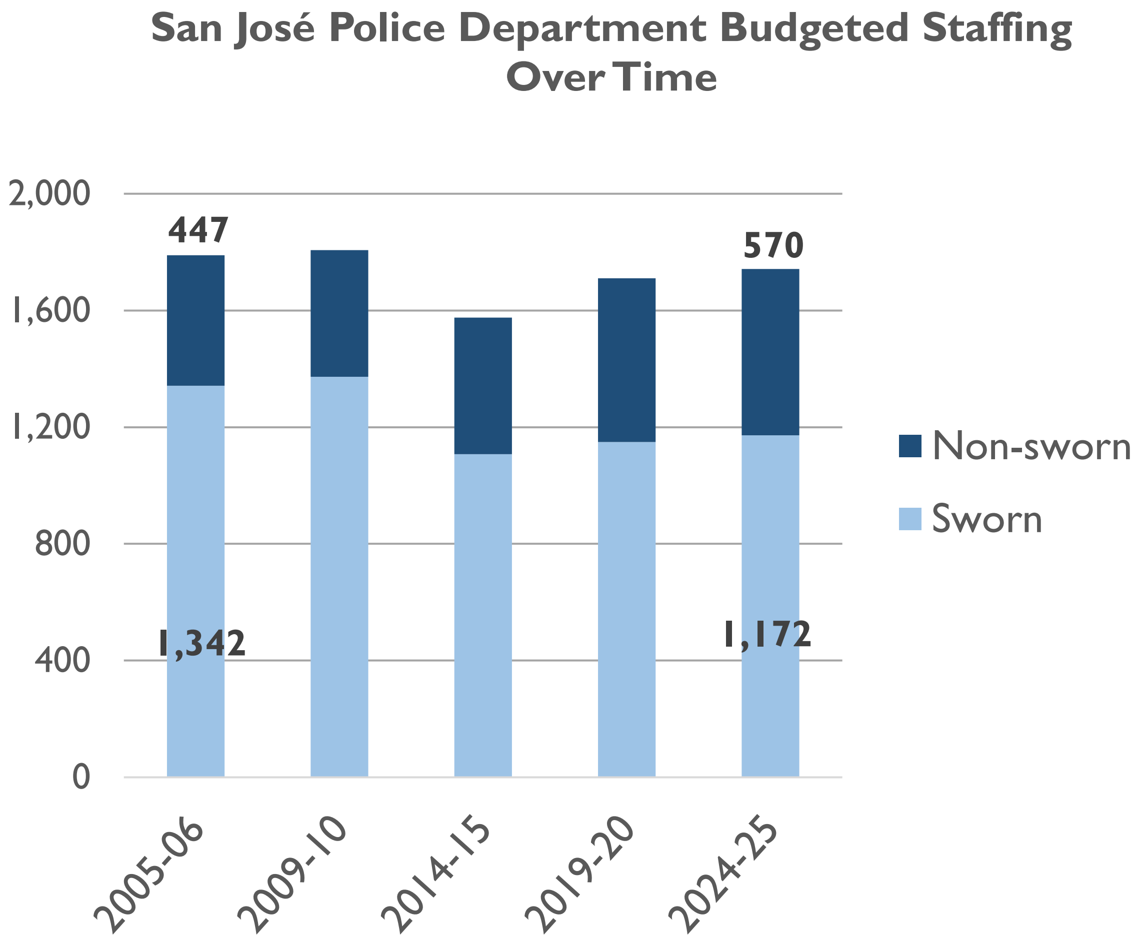
Report to the City Council
City of San José

POLICE STAFFING, EXPENDITURES, AND WORKLOAD: STAFFING REDUCTIONS HAVE IMPACTED RESPONSE TIMES AND LED TO HIGH OVERTIME COSTS

Report 21-01
March 2021

Background

- In FY 2024-25, the Department's overall expenditures totaled $561 million
- Budgeted staffing levels in the San José Police Department are lower than 20 years ago
- Recent turnover has led to vacancies and a decline in the number of active sworn officers.



Finding 1: The Department Is Using Multiple Strategies to Improve Response Times

- In FY 2024-25, the average response time for Priority 1 calls was 8.1 minutes, exceeding the 6-minute target
- Like the 2021 audit, calls for service and response times varied across Police districts
- The Department has initiated a redistricting effort and piloted other efforts to improve performance
- Current response time calculations include downgraded calls, which may not provide the most accurate indicator of performance

Recommendations: The Police Department should:

→ Include outcomes from its redistricting efforts in future focus area reporting

→ Update response time reporting to exclude downgraded calls

Finding 2: The Department Continues to Face Staffing Challenges and Relies on Overtime to Meet Operational Needs

- Rising separation rates among recruits and early-career officers has led to fewer active sworn staff
- Patrol shifts were routinely staffed on overtime and nearly ¼ of all hours worked by sworn staff was on overtime
- In FY 2024-25, overtime costs reached $72 million—a 53 percent increase from the 2021 audit
- Recent changes to overtime controls provide new guidance on report writing and follow-up oversight

Recommendations: The Police Department should:

→ Augment current reporting with outcomes of current hiring and retention efforts.

→ Develop a process to monitor compliance with overtime approvals.

Finding 3: Community Service Officers Continue to Be a Valuable Resource for the Department

- The Department does not currently track performance metrics to assess the Community Service Officer (CSO) program's effectiveness
- Addressing inconsistencies between Duty Manual designated CSO dispatchable call types and actual field response can support more effective deployment

Recommendations: the Police Department should:

→ Develop and track performance metrics for the CSO program

→ Update the CSO-dispatchable call list in the Duty Manual

Conclusion

Our audit report includes a total of 8 recommendations.

We would like to thank the Police Department for their time and insight during the audit process.

The audit report is available at www.sanjoseca.gov/auditor