
Fw: April 28, 2026 agenda - item 3.3

From City Clerk <city.clerk@sanjoseca.gov>
Date Mon 4/27/2026 8:11 AM
To Agendadesk <Agendadesk@sanjoseca.gov>

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From: JennieW Power <[REDACTED]>
Sent: Friday, April 24, 2026 5:35 PM
To: City Clerk <city.clerk@sanjoseca.gov>; Taber, Toni <toni.taber@sanjoseca.gov>
Subject: April 28, 2026 agenda - item 3.3

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Agenda April 28, 2026 #3.3

SJPD's issues with staffing & overtime have existed since 2016

Police Overtime: The San Jose Police Department Relies on Overtime to Patrol the City Due to Unprecedented Vacancies City Auditor Report Sept. 2016
<https://www.sanjoseca.gov/Home/ShowDocument?id=33884>

Police Department Staffing: Opportunities to Maximize the Number of Police Officers on Patrol City Auditor Report Dec. 2020
<https://www.sanjoseca.gov/Home/ShowDocument?id=33744>

Police Staffing, Expenditures, and Workload: Staffing Reductions Have Impacted Response Times and Led to High Overtime Costs City Auditor Report March 2021
<https://www.sanjoseca.gov/home/showpublisheddocument?id=70064>

Police Staffing, Expenditures, and Workload Follow-Up Report City Auditor Report April 2026
<https://www.sanjoseca.gov/home/showdocument?id=130362>

SOLUTION



With police overtime spiking dramatically for more than a decade — last year alone the department shelled out \$71.5 million in extra pay — San Jose will now rein in spending through stricter cost controls and the redeployment of some officers.

Last year's overtime, significantly surpassed the police department's adopted overtime budget of \$26.6 million, with total personnel services **running \$16.5 million over budget**, even after factoring in savings from vacant positions. **This year, the department is again on track to blow its personnel services budget by \$10 million to \$14 million.**

Devan Patel, Bay Area News Group

MARCH 22, 2026

WHO IS RUNNING THE SHOW?

San Jose police contract nets officers millions in pay raises

San Jose officials have **approved a 15.7% pay raise for police officers through 2029**. The City Council's unanimous decision on Tuesday will **cost taxpayers roughly \$46 million in wage hikes for officers** represented by the San Jose Police Officers' Association over the next three years, according to a city analysis. This total excludes unfunded pension liabilities. Officers will see a 7% raise this year, 5% next year and 3% in 2027-28, compounded over 39 months. The agreement will go through 2029-30.

Approval of the agreement comes after the police union in recent months launched scathing rebukes against City Hall and San Jose Police Department leadership over cuts to overtime pay and officer discipline.

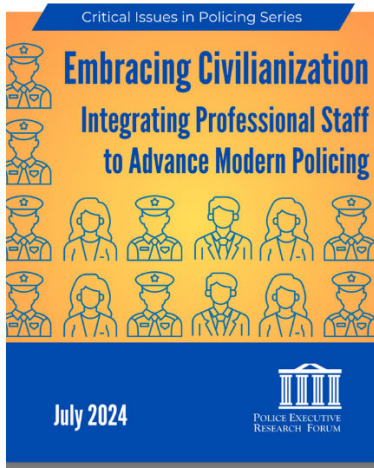
Brandon Pho, KTVU

OCT. 6, 2025

167 days



time to reexamine
City Auditor Erickson's 2010
Audit of Civilianization in the Police Department



2024 PERF STUDY

Civilianization can address staffing crisis

BENEFITS

- Reduced burdens on sworn personnel
- More effective use of sworn staff
- Specialized skills and improved performance
- Lower costs
- Reduced overtime
- Roll stability
- Simpler HR process
- Greater diversity of personnel
- More potential hires to fill staffing gaps
- Reduced training time

Founded in 1976 as a nonprofit organization, the Police Executive Research Forum (PERF) is a police research and policy organization and a provider of management services, technical assistance, and executive-level education to support law enforcement agencies. PERF helps to improve the delivery of police services through the exercise of strong national leadership; public debate of police and criminal justice issues; and research and policy development.

What the Numbers Say about Sworn Officer Staffing

PERF has extensively researched and reported on the sworn officer staffing crisis facing U.S. law enforcement agencies. **We have identified a “triple threat” in officer recruitment and retention: 1) fewer people applying to become police officers; 2) more officers leaving their departments well before reaching retirement age; and 3) more current officers becoming eligible for retirement.** The causes of this crisis — a strong job market, competition among police agencies for officers, negative public perceptions and media portrayals of police, the COVID-19 pandemic, and generational differences in career ambitions and work-life balance — continue to fuel the threat.

In fact, the protracted nature of the crisis has led the Bureau of Justice Assistance and the Office of Community Oriented Policing Services (COPS Office) to contemplate whether agencies should reexamine their “foundational organizational structure and processes to more clearly and easily meet the needs and expectations of both law enforcement and the community.”

In April 2023, PERF reported the results of its annual staffing survey, which “show[ed] police agencies are losing officers faster than they can hire new ones”



A Law Enforcement Public Information Officer (PIO) serves as the primary liaison between a police agency and the media/public, managing crisis communications, press releases, social media, and community relations. They often work closely with leadership to shape public perception, requiring strong media relations, writing, and rapid decision-making skills.

The trend is to hire civilians for police PIOs

WHY?

Because it is neither efficient nor cost-effective to employ sworn officers

Civilian PIOs

- **come with a specialized skill set,**
- **need little/no training,**
- **provide continuity over many years, and**
- **do not accrue huge amounts of overtime**
- **are not likely to be injured on the job**
- Civilian PIOs often come from news media, marketing, or public relations backgrounds, whereas sworn PIOs are police officers who have transitioned into the role from the field, require extensive training, and then will rotate back into the field.
- Civilians focus on long-term brand management and social media strategy.
- Many agencies prefer hiring former media professionals or reporters who already possess a specialized skill set in the field.
- Using civilians PIOs optimizes sworn officers' time to do tasks that can be done only by sworn officers.
- Civilian positions generally have lower training and salary costs compared to sworn officers, who require extensive academy training and specialized benefits.
- Departments need to have permanent civilian PIOs in the top communication position rather than short-term fixes, as PIOs need to build trust and expertise in communicating for the agency.

In 2020, Auditor Erickson recommended PIO be civilians



**SJPd Sgt. G.
Current PIO**

- No prior media training/experience
- After 2 years, will transfer out of Media Unit

*

2024
 regular salary \$185,266
 overtime \$130,065

2023
 regular salary \$169,512
 overtime \$87,957

**Sean Webby
PIO District
Attorney's Office**

- 15 years with DA
- prior experience in journalism
- not an attorney

*

2024
 regular salary \$174,741
 overtime ZERO

2023
 regular salary \$153,378
 overtime ZERO



**Roger Ross
PIO Valley
Medical Center**

- 7 years with County
- prior experience with Great America & Sharks
- not a doctor

*

2024
 regular salary \$197,181
 overtime ZERO

2023
 regular salary \$180,542
 overtime ZERO

**SJPd Sgt. C
Previous PIO**

- No prior media training/experience
- Transferred out of Media Unit after 2 years

*

2022
 regular salary \$164,240
 overtime \$201,401

2021
 regular salary \$156,697
 overtime \$201,213

*not actual photos
 income info from <https://transparentcalifornia.com>



CAR TOW DISPUTES & HEARINGS

SJPD has tasked one sergeant, one lieutenant, and sworn officers to handle tow hearings.

- Does Los Angeles assign sworn police officers to conduct tow hearings? NO
- Does San Francisco assign sworn police officers to conduct tow hearings? NO
- Does Oakland assign sworn police officers to conduct tow hearing? NO
- Does Fresno, San Luis Obispo or the California Highway Patrol assign sworn police officers to conduct tow hearings? NO NO NO



WHY? Because it is neither efficient nor cost-effective to employ sworn officers in this manner. Under CA Vehicle Code § 22852, tow hearings need not be conducted by sworn law enforcement.

KEY TASKS:

- Conduct administrative reviews to determine if tows were lawfully conducted under the California Vehicle Code, local law and other applicable authorities.
- Evaluate testimony, evidence, and codes to make decisions on contested matters.
- Effectively communicate with the public and prepare decisions with supporting rationale

SWORN OFFICER conducting tow hearing		CIVILIAN conducting tow hearing	
HIRING	<u>extensive</u> & <u>expensive</u> process includes: - written exam - comprehensive background investigation - personal history review - physical agility test - oral board interview - completion of 32-week police academy during which candidate is <u>paid hourly wage</u>	HIRING	straightforward process Requirements generally include: - college degree - strong analytical and writing skills - less comprehensive background check - writing sample - oral interview
TRAINING	- officers are trained in tow hearings once they are assigned to unit <u>Officers rotate out of the tow unit every two years at which time another officer must be trained</u> - Officers must received continuous training over their two year assignment regarding changes to California laws and municipal codes - Officers <u>must also</u> obtain continuous training requirements mandated by California laws (POST) and by SJPD	TRAINING	- Some agencies require new hires to complete specific training (e.g., 20 hours) pursuant to the California Vehicle Code within three months of appointment <u>Hires are designated to unit; they do not rotate in/out</u> - Employees must received continuous training regarding changes to California laws and municipal codes
COMPENSATION	- SJPD officer salary (Job Code #2215) \$137,140.90-\$183,688.96 yr - SJPD sergeant salary (Job (Code #2216) \$174,949.06-\$212,627.74 yr <u>OVERTIME HOURS ARE NOT REFLECTED IN SALARY RANGES ABOVE</u> - Overtime in FY 2024-2025 accounted for 24% of total hours worked by SJPD sworn staff.	COMPENSATION	- Oakland 2026 data - typical salary range between \$56,300 and \$81,900. - Los Angeles - average annual salary ranging from @ \$56,000 to over \$100,000. "hearing officer" 95 search results for 2023 in transparent california database salary: \$184,384 to \$55,369 <u>only 7 of the 95 employees listed above received overtime</u>; range was \$25,252 high to \$61.16 low
OTHER	- Officers who work overtime generally require the use of a patrol car. - Working overtime exposes these officers to the same hazards as patrol officers leading to high rates of injury and payouts per Labor Code.	OTHER	- Employees do not require a car to complete their tasks at the worksite - Employees are not exposed to hazardous conditions; injuries levels are low.



Several California law enforcement agencies hire civilian pilots for aviation operations.

- Alameda County Sheriff's Office
- San Joaquin County Sheriff's Office
- Riverside County Sheriff's Office
- Sonoma County Sheriff's Office
- Modesto Police Department

In 2025, council approved funding for a fixed wing aircraft in addition to SJPD'S helicopter. Funds for the **staff** to fly and maintain this aircraft were not addressed in the memo to council. City should hire civilian pilots.

<https://sanjose.legistar.com/View.ashx?M=F&ID=14756736&GUID=F6F67C2E-A418-4DBA-8263-6B08AB680B3B>

WHY? Because it cost-effective to employ civilian pilots

- Civilian pilots come with a specialized skill set
- need little/no training
- do not accrue huge amounts of overtime
- do not need to devote time/resources to keep up on POST requirements
- would not be entitled to Labor Code 4850 pay & presumptions

In 2020, Auditor Erickson recommended pilots be civilians

Released just last month, this 770-page, consent-decree-mandated study by Matrix Consulting Group found that the Chicago Police Department (CPD) should civilianize 604 positions currently held by sworn officers and hire approximately 400 more civilians to address staffing pressures. The report, released in April 2026, recommends reassigning officers to patrol roles, enhancing officer presence in high-growth areas, and increasing officer proactive time, which is currently limited in several districts.

Key Recommendations from the 2026 Workforce Study:

- **Civilianization:** Move 604 positions across 174 assignments from sworn officers to civilian personnel.
- **Hiring:** Hire approximately 400 additional civilians and 120 new sworn officers.
- **Redeployment:** Shift hundreds of officers from administrative/desk roles to street patrol and detective duties.



<https://www.chicagopolice.org/wp-content/uploads/Workforce-Allocation-Study.pdf>

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Fw: REAL Coalition Letter re Item 3.3, Police Staffing, Expenditures, and Workload Audit Report

From City Clerk <[REDACTED]>

Date Mon 4/27/2026 3:26 PM

To Agendadesk <[REDACTED]>

 1 attachment (82 KB)

REAL Letter to CSJ re Item 3.3, Police Staffing Report 2026.04.26 (1).pdf;

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How is our service? Your [feedback](#) is appreciated!

From: Gianella Ordonez <[REDACTED]>

Sent: Monday, April 27, 2026 3:24 PM

To: The Office of Mayor Matt Mahan <[REDACTED]> District1 <[REDACTED]> District2 <[REDACTED]>
<[REDACTED]> District3 <[REDACTED]> District4 <[REDACTED]> District5 <[REDACTED]>
<[REDACTED]> District 6 <[REDACTED]> District7 <[REDACTED]> District8 <[REDACTED]>
<[REDACTED]> District9 <[REDACTED]> District 10 <[REDACTED]> City Clerk <[REDACTED]>

Cc: Zarate, Sarah <[REDACTED]> Fruen, Joseph <[REDACTED]> Yamamoto, KiyomiH <[REDACTED]> Gvatua, Alexander <[REDACTED]> Maguire, Jennifer <[REDACTED]> Nguyen, Lam <[REDACTED]> Moreno, Brisa <[REDACTED]>
<[REDACTED]> Lee, Lynn <[REDACTED]> Fleming, Jonathan <[REDACTED]> Adera, Teddy <[REDACTED]> Hughes, Scott <[REDACTED]>
<[REDACTED]> Gomez, David A <[REDACTED]> Policy Team <[REDACTED]> Matt King <[REDACTED]> Joseph, Paul <[REDACTED]>
Flores Shelton, Andrea <[REDACTED]> Wilcox, Leland <[REDACTED]>

Subject: REAL Coalition Letter re Item 3.3, Police Staffing, Expenditures, and Workload Audit Report

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Dear Mayor Mahan, Vice Mayor Foley, and Councilmembers,

Please see attached a letter from the REAL Coalition's Community Safety Workgroup regarding **Item 3.3, Police Staffing, Expenditures, and Workload Audit Report.**

Best,

Gianella Ordoñez | Policy + Advocacy Associate

Silicon Valley Council of Nonprofits

[REDACTED] | svcnp.org | [LinkedIn](#) | [Instagram](#)

Pronouns: she/her/hers

Registration is open for SVCN's inaugural Nonprofit Convergence conference!



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April 27, 2026

San José City Council
San José City Hall
200 E. Santa Clara St.
San José, CA 95113
Sent via electronic mail

RE: City Council Agenda Item 3.3, Police Staffing, Expenditures, and Workload Audit Report

Dear Mayor Mahan, Vice Mayor Foley, and Councilmembers,

On behalf of the Race Equity Action Leadership (REAL) Coalition, a network of over 50 nonprofit organizations and community leaders advancing racial equity in local public policy, we write regarding the Police Staffing, Expenditures, and Workload Audit Report and the accompanying memorandum.

The findings in this report reinforce the importance of continuing to invest in and scale community-based and non-police crisis response models. As the City seeks to manage overtime costs, address staffing challenges, and maintain effective public safety services, alternative response strategies – such as the TRUST program – offer a cost-effective approach to reducing demand on sworn officers while improving outcomes for residents.

We appreciate the City Auditor's work to strengthen transparency, improve oversight, and identify opportunities to better manage overtime expenditures within the San José Police Department. The recommendations to enhance reporting, monitor outcomes, and evaluate the impacts of changes to overtime practices are important steps toward more effective and accountable use of public resources.

The report highlights that a meaningful portion of overtime is driven by specific categories of work that are not core policing functions, like report-writing. At the same time, the majority of overtime expenditures remain tied to policing activities shaped by broader workload demands and structural staffing challenges. While operational improvements may yield efficiencies, these findings point to the importance of evaluating how overall demand is managed and whether certain responsibilities can be handled differently to reduce long-term cost pressures.

We also note that the report and memorandum point to opportunities to shift certain functions away from sworn officers, including through the use of non-sworn personnel and other operational changes. This recognition – that not all public safety functions require a sworn response – aligns with and reinforces the City’s investments in community-based and non-police crisis response models.

For years, the REAL Coalition has supported the City’s investment in alternative crisis response models, including the TRUST program and related community-based interventions (such as prevention and intervention programs). These approaches have been consistently acknowledged by City staff, the City Council, and the Mayor as cost-effective, trusted, and appropriate responses to a range of community needs, particularly behavioral health crises and situations that do not require a law enforcement response. When appropriately resourced and scaled, they can reduce demand on sworn officers over time while improving outcomes for residents.

We appreciate the memorandum’s emphasis on continued evaluation, including tracking response times, overtime trends, and qualitative impacts on workload. As the City moves forward, we encourage expanding this analysis to include how investments in alternative response models affect call diversion, officer workload, and overall system efficiency. A more comprehensive understanding of these dynamics will support better decision-making and more strategic allocation of resources.

In the current fiscal environment, identifying cost-effective approaches that maintain and improve public safety is essential. Pairing operational improvements within the Police Department with sustained and expanded investment in community-based response infrastructure offers a practical path forward, one that supports both fiscal responsibility and more appropriate, equitable service delivery.

We appreciate your leadership and look forward to continued partnership in advancing public safety strategies that are effective, equitable, and responsive to community needs.

Sincerely,

REAL Coalition’s Community Safety Workgroup

About the Racial Equity Action Leadership (REAL) Coalition

REAL Coalition is a community of Santa Clara County-based nonprofit leaders and allies has been meeting since June 2020 to use our positional power to advocate for a more racially-just and equitable society; to establish a peer network of leaders committed to fighting white supremacy and systemic racism in ourselves and our institutions; and to hold each other accountable to the promises we made in the Nonprofit Racial Equity Pledge. The REAL coalition is broadly representative of the nonprofit community, including human and community services, behavioral health and health, arts and culture, domestic violence, older adults, food security, education, environmental, farming, legal, disability rights, LGBTQ rights, ethnic, immigrant rights, housing and homelessness, criminal justice reform, urban planning, intermediary organizations, and others. REAL has 50 core nonprofit members, numerous individual members, and hundreds of active participants in the nonprofit community. Silicon Valley Council of Nonprofits and Sacred Heart Community Service are proud co-conveners of REAL Coalition.