



# Memorandum

**TO:** HONORABLE MAYOR  
AND CITY COUNCIL

**FROM:** Paul Joseph  
Jim Shannon

**SUBJECT:** Police Department Overtime  
Spending

**DATE:** February 27, 2026

Approved

Date:

2/27/26

**COUNCIL DISTRICT:** Citywide

## **RECOMMENDATION**

Accept the report and recommendation to achieve a net reduction in Police Department overtime spending.

## **SUMMARY AND OUTCOME**

In Fiscal Year 2024-2025, the Police Department (Department) personal services spending exceeded its modified budget by \$16.5 million, primarily due to overtime expenses exceeding the savings from vacant positions. This memorandum reviews the analysis undertaken by the Department and the City Manager's Budget Office to determine the causes of the overage – which stem from the need to meet growing and increasingly complex service demands – discusses current and recently enhanced overtime controls implemented by the Police Chief, reviews recent changes to the Memorandum of Agreement (MOA) with the San Jose Police Officers' Association (SJPOA) that help address future overtime spending, and seeks City Council confirmation of the redeployment of existing personnel effective with the May 2026 shift change to reduce overtime spending and the number of Field Patrol overtime paycars, as well as confirmation of an increase to the Mayor's security detail that was implemented last year.

Additional adjustments to the Department's budget will be incorporated into the 2026-2027 Base Budget and in future budget development processes.

## **BACKGROUND**

Without the City Council's approval of the Various Budget Actions for Fiscal Year 2024-2025 memorandum on June 17, 2025, the Department's personal services budget would have been exceeded by approximately \$16.5 million (3.2% of the Modified Budget), primarily due to overtime expenses exceeding the savings from vacant positions. Total overtime spending in 2024-2025 was \$71.5 million, in comparison to the 2024-2025 Adopted Budget amount of \$26.6 million; the overtime overage was absorbed by the Department's personal services vacancy savings, with the exception of the \$16.5 million as discussed.

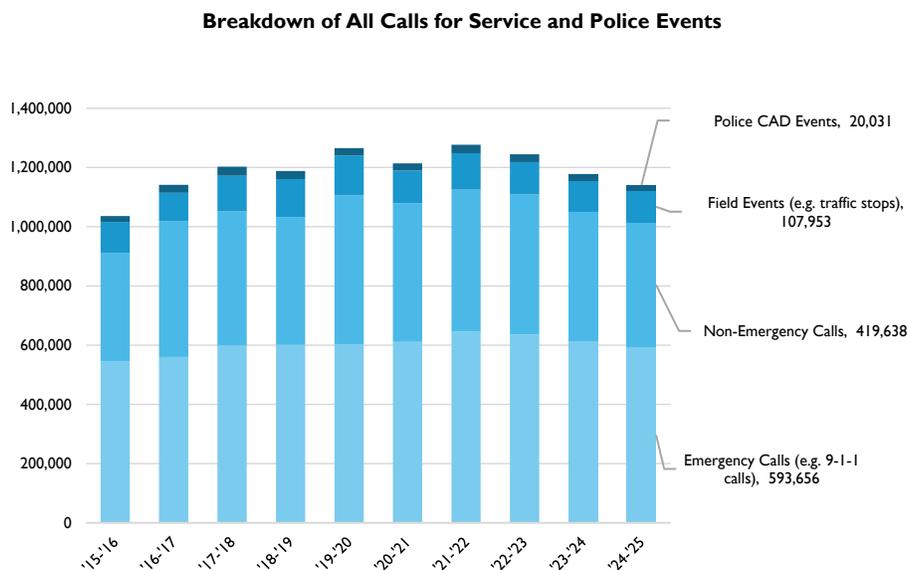
While the level of overtime use and the overage is concerning and needs to be addressed as it has been growing over the past several years, its cause is complex and rooted in expending funds to maximize community safety. The Department and the City Manager's Budget Office undertook a deep-dive analysis into overtime spending and the Department's budget. As a first step, last fiscal year, the Department developed tools and put in place a more sophisticated approach to their overtime tracking to have a deeper understanding of their overtime usage. As part of the resulting analysis, when reviewing the number of hours worked and leave hours taken, the Department deployed the equivalent of approximately 30 more sworn staff than budgetary capacity allowed. The key drivers of this overstaffing and budget overage are discussed below.

### **Continued High Service Demand with Fewer Sworn Staff**

In 2008-2009, the Department had an authorized sworn staffing level of 1,392 positions. In response to sustained General Fund shortfalls due to the Great Recession, this figure dropped to 1,374 positions in 2009-2010, to 1,202 positions in 2010-2011, bottoming out at 1,085 positions in 2011-2012, and remained there until 2018-2019 when the figure began growing again to arrive at 1,172 positions in 2024-2025. During this span, the community's demand for services did not proportionately decrease.

Figure 1 below shows the calls for service and police events since 2015-2016, an increase over a 10-year period from slightly over 1 million calls for service to 1.14 million in 2024-2025. A bit farther back, in 2009-2010, the calls for service were approximately 900,000.

**Figure 1: Breakdown of All Calls for Service and Police Events**  
*City Auditor's Annual Report on City Services 2024-2025*



*Note: All calls for service received includes duplicates, online reporting, and calls that did not require a police response.*

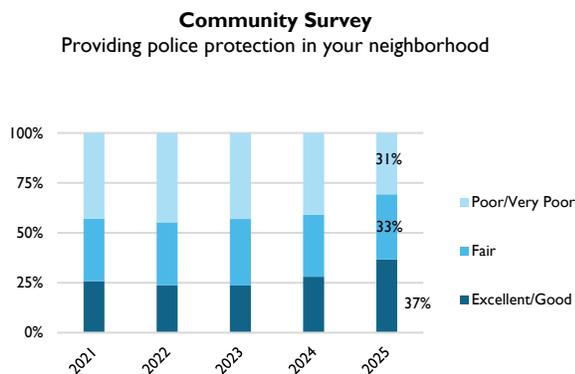
While the number of calls for service has increased over the long term, Department responses to calls for service have declined, falling from 277,000 responses in 2015-2016 to 263,000 responses in 2024-2025. Though the responses to calls for service are lower than prior years, the continued high level of sworn vacant positions has continued to challenge the ability of the Department to both respond to calls for service and perform other basic policing functions, requiring additional significant and extensive use of overtime to backfill for the vacant positions.

Though the number of vacant sworn positions has stabilized (see Figure 2) and the Department invests considerable attention to attract highly qualified Police Recruits, the City Council has placed additional emphasis on lowering crime rates in alignment with the Increasing Community Safety Focus Area. Since this emphasis, crime rates have continued to decrease. In comparing the first quarter of 2025-2026 with the first quarter of 2024-2025, crimes against persons have decreased 12% year over year, and crimes against property have decreased 8% year over year. Moreover, the Department achieved a 100% homicide solve rate in years 2022 through 2024, and the community's perception of police services has increased each year during this time frame (see Figure 3).

**Figure 2: Sworn Police Vacancies (As of June 30)**  
*City Auditor's Annual Report on City Services 2024-2025*



**Figure 3: Community Survey – Providing police protection in your neighborhood**  
*City Auditor's Annual Report on City Services 2024-2025*



The increased demand for services is also expressed through a greater number of community events, demonstrations, and protests, as well as shootings, that have required elevated police presence and response. Due to the large number of vacant positions, a significant amount of the police work necessary to achieve these public safety outcomes relies on overtime.

In response to this sustained demand for service and to respond to the changing public safety environment, past Police Chiefs have taken action to establish new details or units without formal budgetary approval by the City Manager and City Council, resulting in additional cost pressures on the Department's budget.

Police Work is Increasingly Complex

The increase in service demand is accompanied by an increase in the complexity of policing. Though this complexity is driven by aims to improve accountability and transparency, and reduce unintended harms, they collectively result in a significant increase in the time it takes to conduct day-to-day police work.

A notable example is the deployment of body-worn cameras. An important tool for accuracy and transparency, the review and documentation of camera footage after an incident has increased report-writing time. Even more impactful are the changes to state law regarding policing. Since 2018, there have been over 70 state-mandated requirements that result in additional time and reporting regarding de-escalation, detentions, domestic violence incidents, firearm seizures, health crisis and intervention, hate crime reporting, law enforcement risk mitigation factors, various mandated trainings, and a wide range of other requirements that increase the time it takes to

conduct policing and report-writing activities. While each discrete requirement has a minor impact, their accumulation has placed significant pressure on the Department's budget, as the additional time to conduct or conclude policing incidents often requires additional overtime.

### Reduced Budgetary Capacity to Absorb the Additional Workload

The capacity of the Department's budget to absorb this additional work has decreased in recent years due to three main factors.

***Decrease in civilian vacancy savings.*** In the past, increased spending by sworn staff was partially absorbed by the vacancy savings from civilian positions. In 2021-2022, the civilian vacancy rate was 12.9%; at the end of 2024-2025, the civilian vacancy rate dropped to 3.9%.

***Increase in paid overtime by sworn staff at the compensatory leave balance limit.*** The MOA with the SJPOA allows employees to accrue compensatory time off in lieu of receiving cash compensation for overtime worked. Once an employee reaches a cap of 480 hours of compensatory time, any additional overtime must be worked for pay until the compensatory leave balance drops below 480 hours. Over the years, there has been an increase in the number of employees who have reached the 480 cap. In 2021-2022, the amount of overtime paid in cash for those employees with a balance of 480 hours was \$16.4 million, while in 2024-2025, that amount grew to \$30.3 million. (See discussion below on recent changes to the MOA to partially address compensatory time balances).

***Insufficient overtime budget adjustments.*** While the Department's overtime Base Budget receives the same percentage increase as wages in alignment with the MOA, the overtime budget is not reconciled to actual salaries and step increases (approximately \$1.5 million) and does not account for recent additional benefits regarding paid parental leave (approximately \$1 million to \$1.5 million). More significantly, the budget has not been adjusted to account for the increased time and complexity of day-to-day police work as described above, and for the increase of the amount of overtime that can be worked for cash from three hours to 10 hours to ensure that critical overtime shifts are filled, a decision authorized by a former Police Chief during the previous period of low sworn staffing levels in the aftermath of the Great Recession.

A multi-year, multi-pronged approach is necessary to address the overtime budgetary overages, which include actions recommended in this memorandum and future considerations as part of the 2026-2027 Proposed Budget development process.

## **ANALYSIS**

Addressing the budgetary overages will take a multi-year, multi-prong approach. The Administration is recommending the following strategies:

### 1. Implementation of Stricter Overtime Controls

At the beginning of 2025-2026, the Police Chief instituted various overtime controls in an attempt to reduce the overtime overages, including: 1) the Bureau of Investigation cannot use overtime by personnel not currently assigned to the unit without the Deputy Chief's approval; 2) the Special Operations Division cannot use overtime by personnel not currently assigned to the unit without the Deputy Chief's approval; and 3) no personnel can attend a community event on overtime without the Deputy Chief's approval.

In addition, the Department has evaluated and will be monitoring various other ways to reduce overtime, including report writing overtime, evaluation of in-service time and sick leave usage, and employees on disability leave, so as to facilitate employees injured on the job to return to work sooner. The Police Chief has also, within his discretion, put in place additional overtime controls to reduce overtime by approximately \$3 million by June 30, 2026. Additional communication has been sent from the Police Chief to all personnel re-emphasizing overtime controls.

Despite these controls and actions as described below, the Department is still anticipated to exceed its personal services budget in 2025-2026 by approximately \$10 million to \$14 million due to the continued high vacancy level, increased use of new parental leave allowances, and the continued high demand for service.

### 2. Agreement with SJPOA

There were various changes made in the recent MOA with the SJPOA to address the overtime issue, particularly with compensatory time. As discussed previously, compensatory time is time off that is earned when an employee works overtime in lieu of receiving cash compensation. The current cap of compensatory time is 480 hours, and any overtime hours worked over 480 are automatically paid in cash, which increased from \$16.4 million in 2021-2022 to \$30.3 million in 2024-2025. It is important to note that employees are paid out the compensatory time at their current rate of pay, which could be higher than their pay rate at the time the compensatory time was earned. This means that when an employee retires or is promoted out of SJPOA, the payout of compensatory time balance is significant. The most recent agreement with the SJPOA reduces the compensatory time cap from 480 hours to 440 hours beginning in 2026-2027. In addition, for employees who are at the 480 cap, the City will buy down 40 hours of compensatory time at the beginning of 2026-2027. The agreement also provides discretion to the City to further reduce the cap in future years and requires employees with compensatory time balances of 200 or more hours (approximately 700

employees) to use 40 hours of compensatory time per year. These changes in the agreement will slowly reduce the compensatory time liability, work towards paying out compensatory time at the pay rate closer to the pay rate when it was earned, and will require certain employees to use some of the compensatory time, which then will not need to be paid out.

In addition, the SJPOA agreed to collaboratively meet regularly with the Administration to continue discussions on various other topics that could create operational efficiencies and/or reduce overtime. This includes discussions on district wide deployment, redistricting from 16 to 12 districts, a hybrid work schedule, and two-person patrol cars. The SJPOA and Administration have been meeting on a monthly basis, with ongoing discussions in between those meetings, and agreements have been reached on two-person patrol cars, redistricting, and district wide deployment on a citywide basis. Discussions will continue on the hybrid work schedule as the Department is currently conducting analysis on the impacts of a new schedule. The redeployment actions in this memo have also been discussed with the POA.

### 3. Adjusting the Overtime Budget

As discussed above, the Department's overtime budget will need to be adjusted over a multi-year period to correct for past technical adjustments not made, changes to service level demand, and changes to policing requirements dictated by state law. Further discussion on overtime budget adjustments is included in the Cost Summary/Implications section below.

### 4. Redeployment of Existing Personnel

Existing personnel will be redeployed with the approval of this memorandum to reduce annual overtime costs by approximately \$8 million. Effective with the May 2026 shift change, these actions reduce overtime spending in two ways: the elimination of services currently provided only through overtime (\$4.5 million), and the redeployment of staff currently occupying filled positions within specialized units that would instead be redeployed to Field Patrol and thereby reduce the number of filled overtime paycars from 28 to 14 (\$3.5 million). Overtime paycars are used to backfill vacancies in Field Patrol to meet minimum staffing levels.

Actions will be included in the 2026-2027 Base Budget to delete the positions vacated after the May 2026 shift change and reallocate their cost to increase the Department's overtime base budget by approximately \$4 million. This net-zero reallocation is part of a multiyear step to right-size the overtime budget.

Discussion of the redeployment actions follows.

**1. Psychiatric Emergency Response Team (PERT) – Program Elimination (\$480,000)**

The purpose of PERT is to provide timely and compassionate assistance to individuals who are experiencing a mental health crisis, after they have been brought to the attention of law enforcement. The County of Santa Clara eliminated funding for the PERT clinician on December 31, 2025 and will no longer provide a PERT clinician to the Department. The reduction will return one Police Officer to patrol, thereby reducing one paycar and eliminating \$230,000 in PERT funding for a County clinician.

**2. BART Transit Unit – Program Elimination (\$3.0 million)**

The BART Transit Unit provides law enforcement services at the Berryessa Transit Center under a contract between the Valley Transportation Authority (VTA) and the City of San Jose. The Unit is responsible for all policing activity on VTA property outside the interior of the BART station building. This includes the bus loop, parking lots, platforms, access points, stairways, elevators, and all incidents occurring on VTA buses as they enter or exit Berryessa Way. This unit is currently staffed with 1.0 Sergeant and 12.0 Police Officers. 1.0 Sergeant and 6.0 Officers are paid via an agreement with the VTA, which expires on June 30, 2026, and the remaining 6.0 Officers are deployed on overtime. The elimination will reduce overtime spending by: 1) not spending overtime costs for the 6.0 Officers not funded by the contract (\$1.5 million); and 2) redeploying the 6.0 Officers previously funded by the contract to Field Patrol and reducing six paycars (\$1.5 million).

**3. School Liaison Unit (SLU) – Program Elimination (\$500,000)**

The SLU provides dedicated school-safety services citywide, covering more than 300 public, private, and charter campuses to ensure the safety of over 25,000 students and school staff. The SLU maintains direct relationships with over 19 school districts, delivers Run-Hide-Defend training and drills, reviews school safety plans, and provides real-time information sharing, follow-up, and threat assessment. Currently, SLU is staffed with 1.0 Acting Sergeant (in lieu of a permanent Sergeant) and 1.0 Officer. This elimination will not affect School Resources Officers, who are Secondary Employment Unit positions placed in some schools to conduct campus security at the request of the school district and paid for by the school district. Additionally, Patrol Officers and Detectives will continue to work with schools to promote public safety as time permits and cases demand. The 2.0 Officers will be redeployed to Field Patrol and reduce two paycars.

#### **4. Graffiti Temporary Assignment Officers – Program Elimination (\$500,000)**

In September 2025, 2.0 Officers were temporarily duty-assigned to the Gang Investigation Unit (GIU) to conduct proactive graffiti investigations. The GIU recognized that there had been an uptick in gang members utilizing social media to publicly document their graffiti and other vandalism activity in order to embarrass and threaten their rivals. This proposal moves 2.0 Officers who were working on graffiti abatement back to Patrol to eliminate two paycars. This would take away all the Department's dedicated and proactive graffiti resources until resources are redeployed toward this work in the future. Investigations would continue to be done by GIU or patrol, if time allows, or approved on a case-by-case basis on overtime.

#### **5. Traffic Enforcement Unit (TEU) – Program Reduction (\$250,000)**

The TEU is a specialized team of motorcycle-trained Officers and Sergeants dedicated to improving roadway safety, protecting schools and neighborhoods, and responding to community-driven concerns. They focus on high-risk corridors, school zones, and areas identified through citizen complaints, City leadership, and departmental requests. This action would eliminate one TEU position and return 1.0 Officer to Patrol to eliminate one paycar. This unit is currently staffed with 1.0 Lieutenant (filled), 6.0 Sergeants (3 filled, 3 vacant), and 23.0 Officers (15 filled).

#### **6. Foot Patrol – Program Reduction (\$3.0 million)**

The Department has 16 Police Officer positions assigned to foot patrol; however, these positions are vacant and foot patrols are conducted only on overtime. Overtime funding is currently allocated roughly as follows: \$1.5 million to Central/Downtown and \$750,000 each to Western, Southern, and Foothill. To reduce costs, all foot patrols outside of Downtown would be eliminated, preserving \$1.0 million to retain foot patrols in Downtown due to its Focus Area nexus with "Building More Housing" and "Growing our Economy" and its relatively limited footprint that makes it conducive to walking beats. Foot patrol serves as a proactive crime-deterrence strategy built on one simple idea: when officers are visible and accessible in the community, then safety improves and partnerships grow. This program fills a crucial space between traditional 9-1-1 response and long-term community policing. By dedicating officers solely to high visibility walking beats, officers increase reassurance, reduce crime opportunity, and reinforce the message that the Department is present, engaged, and committed to the well-being of the community. The reduction would mean officers would not fill foot patrol paycars, thus generating less utilization of overtime for this unit. There is some overlap in the work of the Neighborhood Quality of Life (NQOL) Unit such as ensuring no re-encampments and therefore, some of this work could be supplemented by the limited resources in the NQOL Unit.

### **7. Canine Unit – Program Reduction (\$250,000)**

The Canine Unit is part of the Department's field operations and special operations capacity. Its duties include tracking suspects, locating missing persons, detecting narcotics, searching buildings or large outdoor areas for hidden suspects or evidence, and assisting in critical situations where a police dog's skills (smell, speed, search ability) provide advantages over human officers alone. The proposal would eliminate 1.0 Officer position, thus returning them to Patrol and eliminating one paycar. This unit is currently staffed with 2.0 Sergeants (filled), and 10.0 Officers (7 filled, 3 vacant).

### **8. Metro Unit – Program Reduction (\$250,000)**

The Metro Unit is comprised of specially trained Bureau of Field Operations personnel who are primarily responsible for establishing a rapid response program that may be implemented within any part of the City. The 1.0 Officer position will be eliminated and returned to Patrol to eliminate one paycar. The anticipated impact would be one less officer to conduct proactive investigations related to narcotics activity and violent crime. This unit is currently staffed with 1.0 Lieutenant (filled), 4.0 Sergeants (2 filled, 2 vacant), and 17.0 Officers (11 filled, 6 vacant).

#### *Confirmation of Police Staffing Redeployments*

Historically, in response to shifting and complex demands to ensure public safety, Police Chiefs have modified units or service levels that result in increased costs without City Council confirmation. Going forward, all Department staffing redeployments will be coordinated with the City Manager's Office, and any significant budgetary impact changes will be brought forward to the City Council for confirmation.

In accordance with this approach, the City Council's approval of this memorandum confirms a service level increase that occurred in the last year as described below.

#### **Mayor's Security Detail**

As designated by the City Charter as San Jose's political leader and principal spokesperson, and given the Mayor's heightened public visibility and the importance of ensuring continuity of government operations, the Mayor receives dignitary protection from the Police Department. This is consistent with mayoral security policies in place throughout the country, where the recent escalation of politically motivated violence has made highly visible mayors the subject of direct threats. The level and scope of such a security detail is determined independently by the Chief of Police based on ongoing threat assessments and public safety considerations. This security detail constitutes a core public safety function tied to the office itself, and on an as-needed basis, the security detail services may be extended to other City officials.

In 2024-2025, the Mayor's security detail was increased from one to two Police Officers. While a single officer had previously been assigned, the Police Department determined that a two-officer detail is consistent with nationally recognized best practice for security details, and aligns with the Department's standard protocol of deploying at least two officers to any assignment where there is a safety risk. The importance of this was exemplified when the single officer assigned to the Mayor's security was attacked while the Mayor was giving a TV interview. While this enhanced level of protection was operationally implemented based on public safety considerations, it was not approved formally by the City Council. The Administration is now recommending formalizing the two-officer detail. The cost of the additional officer, redeployed from other assignments, is appropriately \$305,000, with an additional anticipated overtime cost of \$132,000 based on historical usage.

The Mayor's Office and the Administration have recently begun discussions regarding how the provision of this security detail might be impacted by additional activities related to campaign activities. Preliminary research indicates that other large cities provide and fund dignitary protection based on independent law enforcement determinations, regardless of the nature of the activity. Additional research is ongoing to evaluate best practices nationwide and inform the development of a formal Administrative policy governing dignitary protection in San José. In the meantime, through the end of the 2025-2026, the Mayor has offered to reimburse the City for all the campaign-related travel costs for this security detail, including airfare, hotel, food, rental car, and per diem. In addition, the City Manager, Police Chief, and the Mayor have agreed to review the current level of mayoral security detail provided to ensure operational efficiency and fiscal responsibility. Any additional overtime beyond the established baseline security detail coverage will be evaluated to minimize budgetary impact and keep costs neutral. To the extent that incremental, campaign-specific costs exceed budgeted amounts prior to adoption of a formal Administrative policy, the Mayor has agreed to reimburse the City for reasonable expenses. This approach preserves the Department's independent authority to determine necessary protective services, ensures transparency and fiscal prudence, and allows the Administration to establish a clear and durable policy framework for security details going forward.

### **EVALUATION AND FOLLOW-UP**

The Administration will continue to monitor the Department's spending and recommend further adjustments, as appropriate. Actions to formally adjust the Department's budget will be included in the 2026-2027 Base Budget.

**COST SUMMARY/IMPLICATIONS**

The table below reflects the approximate annual cost savings associated with the redeployment shifts recommended above, as well as the shifting of cost of soon-to-be-vacated positions to the Department’s overtime budget.

<b>Proposal</b>	<b>Non-Personal/Equipment Savings</b>	<b>Reduced Non-Field Patrol Overtime Spending</b>	<b>Savings from Eliminated Patrol Overtime Paycars</b>	<b>Total Reduced Costs</b>	<b>Net-Zero Shift of Position Elimination Savings to Increase Overtime Budget</b>
Psychiatric Emergency Response Team (PERT)	\$230,000		\$250,000	\$480,000	
BART Transit Unit		\$1,500,000	\$1,500,000	\$3,000,000	
School Liaison Unit			\$500,000	\$500,000	\$500,000
Graffiti Temporary Duty Officers			\$500,000	\$500,000	
Traffic Enforcement Unit			\$250,000	\$250,000	\$250,000
Foot Patrol		\$3,000,000		\$3,000,000	\$3,000,000
Canine Unit			\$250,000	\$250,000	\$250,000
Metro Unit			\$250,000	\$250,000	\$250,000
<b>Total</b>	<b>\$230,000</b>	<b>\$4,500,000</b>	<b>\$3,500,000</b>	<b>\$8,230,000</b>	<b>\$4,250,000</b>

The total estimated annualized savings from the recommended redeployments is approximately \$8 million, including \$4.5 million from the reduction of non-Field Patrol overtime spending, and \$3.5 million by shifting existing personnel from specialized units into Field Patrol, thereby eliminating 14 paycars that would otherwise be needed to meet minimum staffing levels.

Net-zero actions will be included in the 2026-2027 Base Budget to delete the positions vacated after the May 2026 shift change – School Liaison Unit (2.0 positions), Traffic Enforcement Unit (1.0 position), Foot Patrol (12.0 positions), Canine Unit (1.0 position), and Metro Unit (1.0 position) – and reallocate their cost to increase the Department’s overtime budget by approximately \$4 million.

Even with recommended redeployments estimated to result in savings of approximately \$8 million and the increased overtime controls put in place this year, an additional \$6 - \$8 million of reduced spending or increased budgetary capacity is necessary to fully address the at least \$17 million ongoing overage and will need to be addressed over a multi-year period. As a first step, adjustments to the Department’s overtime budget

under consideration for the 2026-2027 Proposed Operating Budget include an increase to reconcile previous wage increases with actual salaries (approximately \$1.5 million), and an increase to account for the elevated use of parental leave that requires backfilling to meet minimum staffing levels (approximately \$1.0 million).

Finally, it is important to note that with a significant ongoing General Fund shortfall forecast for 2026-2027, other potentially significant service level impacts to the Department that go beyond those described in this memorandum may be brought forward for City Council's consideration as part of the 2026-2027 Proposed Operating Budget.

### **COORDINATION**

This memorandum has been coordinated with the City Attorney's Office.

### **PUBLIC OUTREACH**

This memorandum will be posted on the City's Council Agenda website for the March 10, 2026 City Council meeting.

### **COMMISSION RECOMMENDATION AND INPUT**

No commission recommendation or input is associated with this action.

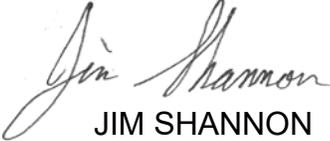
### **CEQA**

Not a Project, File No. PP17-009, Staff Reports, Assessments, Annual Reports, and Informational Memos that involve no approvals of any City action; and File No. PP17-010, City Organizational and Administrative Activities resulting in no changes to the physical environment.

**PUBLIC SUBSIDY REPORTING**

This item does not include a public subsidy as defined in section 53083 or 53083.1 of the California Government Code or the City's Open Government Resolution.

/s/  
PAUL JOSEPH  
Chief of Police

  
JIM SHANNON  
Budget Director

For questions, please contact Gina Tibaldi, Deputy Chief, Police Department, at [gina.tibaldi@sanjoseca.gov](mailto:gina.tibaldi@sanjoseca.gov) or Jim Shannon, Budget Director, at [jim.shannon@sanjoseca.gov](mailto:jim.shannon@sanjoseca.gov).