



Council Policy Prioritization: Early Consideration Response Form

Department Police
 Department Rep. Name/Ext. Acting Chief of Police David Tindall
 Policy/Ord. Subject Police Department Redistricting

Rules Date 02/17/2021 Item G(3)
 Council Member Sponsorship Raul Peralez
Devora Davis

Staff Recommendation

- GREEN The Administration can implement this Nominated Idea under its current workplan
- ALREADY UNDERWAY MINIMAL WORK LESS THAN 40 HOURS REQUEST FOR INFORMATION
- YELLOW The Administration recommends Council send this Nominated Idea to the Priority Setting Process (See Complexity Level Below)
- RED The Administration recommends Council not adopt this Nominated Idea
- NEEDS CLARIFICATION OR MORE TIME TO EVALUATE

Criterion to Determine Scale of Project Complexity

Project complexity is determined by scoring the project in each of the 3 criterions below and then summing the score.

- a. Low Complexity is a sum of 6 or less.
- b. Medium Complexity is a sum of 7 - 9
- c. High Complexity is a sum of 10 or greater.

Total Score = 13

Scoring Criterion	Low Complexity		Medium Complexity		High Complexity	
	Estimated Duration	6 - 9 months <input type="checkbox"/> =1	9 - 18 months <input checked="" type="checkbox"/> =2	More than 18 months <input type="checkbox"/> =3		
Organizational Complexity (Internal)	Can Easily be Absorbed into Existing Workplan <input type="checkbox"/> =1	Planned Work (Future) Have staff with required skillset/ requires moderate research <input type="checkbox"/> =2	Work Not Currently Proposed Do not have staff with required skillset/ requires significant research <input checked="" type="checkbox"/> =3			
	Have staff with required skillset/ knowledge <input type="checkbox"/> =1	Less than or equal 2 Staff required <input type="checkbox"/> =1	3 - 4 Staff required <input checked="" type="checkbox"/> =2	More than 5 Staff required <input type="checkbox"/> =3		
(External)	1 Additional Departments <input type="checkbox"/> =1	2 Other Department Involved <input type="checkbox"/> =2	3 or more Depts Involved <input checked="" type="checkbox"/> =3			

DEPT. Required: Airport Housing CMO OED PRNS PD PBCE
 CA ES DOT LIB. PW FD EM

Analysis

Explain the rationale for Staff recommendation, including any mitigating factors that need to be considered (recent legislative action, significant workplan changes, etc). Please address the following as well.

GREEN LIGHT: The Administration can implement this Nominated Idea under its current workplan. Item should be sent to Council to add to Department workplan. Explain how the Idea will be approached.

The 2020-2021 Adopted Operating budget includes \$350,000 to begin the redistricting process, and is anticipated to be enough to complete Phases 1 and 2 as described below. This work effort receives a green light. The Police Department and City Manager's Budget Office will work to establish a sinking fund, to the extent feasible and in consideration of the City's overall budgetary position, during the 2021-2022 Proposed Budget process to begin to set aside the resources to assist with Phases 3 through 5, though full funding of those phases may not immediately be possible.

Redistricting will allow the Department to deploy resources more effectively, account for future population growth, and improve service to the community. The last major redistricting effort was carried out by the Police Department in 1999 at the approximate cost of \$1 million. The Department is looking to modify and update the existing patrol model to ensure optimal availability of resources, efficient and equitable delivery of police services, fair and equitable workload, and improved officer safety and wellness. The redistricting evaluation effort will also consider the potential for the future establishment of foot patrol beats. However, it is important to note that the establishment of permanent foot patrol beats will need to coincide with an overall increase to sworn staffing to ensure that 9-1-1 response times are not further impacted.

[ANALYSIS CONTINUED ON THE FOLLOWING PAGE]

YELLOW LIGHT: The Administration recommends Council send this Nominated Idea to the Priority Setting Process due to [describe cost implications, workload impacts, or other factors].

RED LIGHT: The Administration recommends Council not adopt this Nominated Idea due to [describe reason implementation would be difficult if not impossible – conflict with other laws, etc].

Analysis (Continued)

Redistricting is a complicated large-scale project, which will require a dedicated project team to manage data analysis, identify the various Department computer systems and or work processes that will be impacted, coordinate with vendors to make necessary changes to systems (development and testing by staff), develop an implementation work plan, and complete an after-action support analysis. The complexity of the project requires a dedicated project manager along with contractual services from vendors used by the Department, specifically for the CAD vendor to assist with database configuration changes (response plans), GIS mapping services (hand-drawn GIS polygons for the 365 Emergency Service Zone) and to ensure the updated redistricting 9-1-1 CAD map are accurate and acceptable for use for Public Safety. In addition to the CAD database and map modifications, staff will need to coordinate and test the system changes to the Records Management Systems (RMS), Business Intelligence, analytics suite, and the myriad of Department performance reports. The analysis component of the project will include an in-depth analysis of Calls for Service (CFS), reported offenses, response times, Police radio frequency saturation, geographic impedances, census data, economic development, and the Envision San Jose 2040 General Plan Four-Year Review Cycle #2.

For several years, the Department has not been able to move forward with a redistricting project due to the geographic limitations of the aging conventional radio system. The new and now fully deployed Silicon Valley Regional Communication System (SVRCS) infrastructure covers the entire City, which allows the Department to redistrict without having to modify the radio system.

For this project, it would be optimal to hire a consultant who has experience in managing police department redistricting projects. The consultant would be responsible for managing the overall project and coordinating efforts with Department subject matter experts and vendors. There will be costs also associated with vendors to make changes to the system. Existing Department staff will be required to assist with the project, which will involve overtime, and will minimally consist of one (1) project manager; one (1) GIS administrator; one (1) CAD programmer; one (1) applications team Department information technology manager; additional engagement from the Crime Analysis Unit, Communications Division, Bureau of Field Operations, and Research and Development. Additional temporary staffing may also be necessary depending upon the results of Phases 1 and 2.

Project Phases:

Phase 1 - RFP for a consultant/vendor; establish a working group of Department subject matter experts; selection of consultant/vendor

Phase 2 - Consultant/vendor analysis of: call volume and severity; response times; staffing and personnel deployment options; equity assurance; foot patrol options; technology and physical infrastructure; population density; geography

Phase 3 - Cost analysis; acquisition of funding; strategic implementation plan; addition of Department personnel to support the recommended model

Phase 4 - Deployment of recommended staffing model and redistricting; continued analysis by the working group for evaluation and review of implementation

Phase 5 - Adjustment of staffing model and redistricting (if necessary)

Funding:

The 2020-2021 Adopted Operating Budget allocates \$350,000 to begin the redistricting effort, which includes \$150,000 for the consultant and \$200,000 for staffing support and to evaluate the modifications of existing technology systems. This amount should cover Phase 1 and Phase 2. Additional funds are expected to be necessary for the subsequent phases, because the redistricting in 1999 cost approximately \$1 million. However, the extent of additional required funding will not be known until the completion of Phase 2. The Police Department and City Manager's Budget Office will work to establish a sinking fund, to the extent feasible and in consideration of the City's overall budgetary position, during the 2021-2022 Proposed Budget process to begin to set aside the resources to assist with Phases 3 through 5, though full funding of those phases may not immediately be possible.

Timeline:

The initial timeline will be determined by the RFP for consultant/vendor selection. The consultant/vendor will provide a planned timeline for implementation based on the scope and scale of the project. The redistricting in 1999 took approximately one year from the consultant/vendor selection to initial implementation. However, the Department has more complex systems in place now. We are estimating Phase 1 and Phase 2 of this project to take approximately 9-12 months. The timeline for Phases 3 through 5 will be dependent upon the outcome of Phase 2.