



# Memorandum

**TO:** HONORABLE MAYOR AND  
CITY COUNCIL

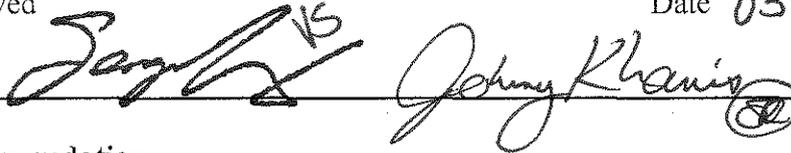
**FROM:** Councilmembers Jimenez &  
Khamis

**SUBJECT:** March Budget Message for  
Fiscal Year 2018-2019

**DATE:** March 16, 2018

Approved

Date 03/16/2018



## Recommendation

1. Direct the City Manager to evaluate all potential funding sources to add \$1.5 million in one-time funding to move the Police Academy and Training Unit to a new location outside of the South San Jose Police Substation (the Substation).
2. Direct the City Manager to evaluate all potential funding sources to add \$1.5 million in on-going funding to partially occupy the Substation for its originally intended purpose: offering public police services, opening the lobby to the public on a limited basis, and deploying Southern Division patrol and Community Service Officers.

## Background

We would like to thank Mayor Liccardo and his team for preparing a March Budget Message that balances our City's fiscal sustainability with the spending priorities and service needs of our residents. In this year's Message the number one priority, supported by 80% of residents, is "[i]mproving police response to violent crimes and property crimes, such as burglary." To achieve this essential goal, we recommend allocating resources and using a phased approach to opening the Substation.

The South San Jose Police Substation is located on Great Oaks Boulevard in City Council District 2. In 2002, voters overwhelmingly approved Measure O, which allocated over \$92 million to construct the Substation. Since the Substation was completed in 2010, it has not been utilized for its originally intended purpose as a fully operational police station. In 2013, Councilmember Khamis was successful in activating the Substation as the Police Academy and Training Unit for recruits and cadets.

A key step in opening the Substation is to relocate the Police Academy and Training Unit. With a one-time investment of \$1.5 million, we can free up the Substation for its original intended use and find a more suitable location for our recruits and cadets.

The March Budget Message directs the City Manager to identify \$300 million in capital needs, potentially including a Police Academy training facility, that could be funded through a bond measure. Though this is a creative idea, there is the uncertainty as to whether the measure will pass. Furthermore, our residents already voted for a measure to fund the Substation, and it seems superfluous to go back and ask for more money to begin using it for its already-intended purpose.

Operating the Substation under a limited and phased approach would cost approximately \$1.5 million in on-going funding. Though we are all cognizant of the projected deficits in our City's budget, this minimal investment will have a substantially positive impact on public safety and police response times. Additionally, there are financial savings and positive environmental impacts from reduced mileage and salary costs for our Officers.

The San Jose Police Department currently spends a considerable amount of money and time traveling between the Police Administration Building and its beats, particularly in the Southern division. In 2002, the City hired a consultant to conduct a cost/benefit analysis of several locations for the Substation. According to this analysis, daily deployment of Southern Division patrol officers from the SJPD administrative building costs the City an additional \$1,567.35 per day in mileage and employee time, compared to officers deployed to the Central division (see Figure 19 on attachment A).

As South San Jose continues to grow in development and population, congestion and response times to emergency calls will also increase. The 2002 report clearly shows that slow and extremely slow response times disproportionately affecting the Foothill and Southern Divisions. This applies to both Priority 1 calls ("present or imminent danger" to life and/or property) and Priority 2 calls (see Figure 12 and 13 on attachments B and C). Deploying officers from the Substation will undoubtedly reduce response times and get help to our residents more quickly.

Additionally, our police department will experience a cost savings of nearly half a million dollars per year from reduced mileage and salary expenses. These savings should be considered as a way to offset the annual operating costs of the Substation (see attachment A).

We are confident that the Mayor and our Council colleagues agree that opening the Substation is necessary and long overdue. The points of contention are how we will pay for the relocation of the Police Academy and Training Unit and where we will find the on-going funds to keep the Substation operational for years to come. We have some suggestions: first, we propose that we utilize funds from the \$15.5 million Future Deficit Reserve established in the March Budget Message. A second option is to use funds from the General Fund Budget Stabilization Reserve, which accounts for \$16.3 million of the unassigned fund balance as of June 30, 2017. If these options are not supported by Council, we suggest that the City Manager be directed to evaluate all potential funding sources necessary for the partial operation of the Substation.

We remember the days when San Jose was the safest big city in America. In the past years, we have seen an increase in juvenile crime, property crime, mail and package theft, and even rape.

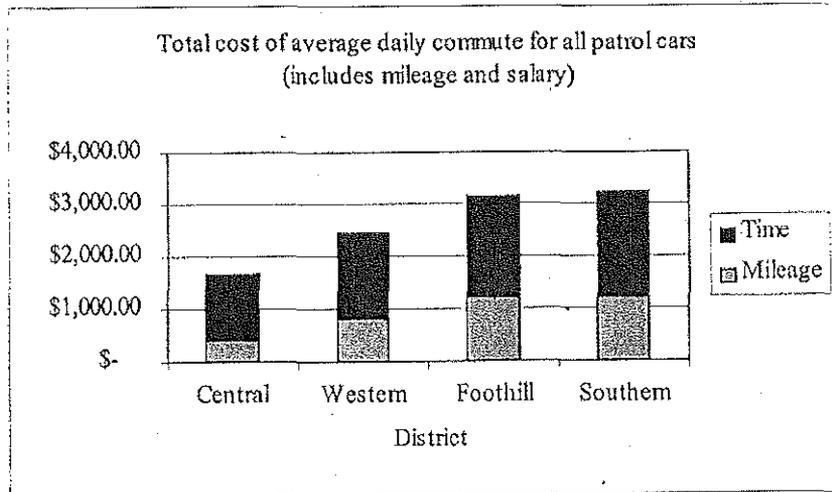
Though we have seen success in rebuilding our police force, it is evident that we have a long way to go to restore public confidence in our police department and City government. Following through on our commitment to open the South San Jose Police Substation is a step in the right direction.

# ATTACHMENT A

As they were commuting to and from their beats, San Jose Police Department patrol officers clocked their time and trip mileage. This dataset contained 150 observations of time and trip mileage as actually measured by officers. The data was taken in February 2002.<sup>34</sup>

**Figure 19: Cost of Average Daily Commute**

## Mileage and Salary



**Finding 1:** On an average day, over all 3 watches, San Jose Police Department patrol officers spend over \$10,000 in mileage and salary time commuting to all beats. The Southern and Foothill Districts are the most costly of these. This is shown in Figure 19.

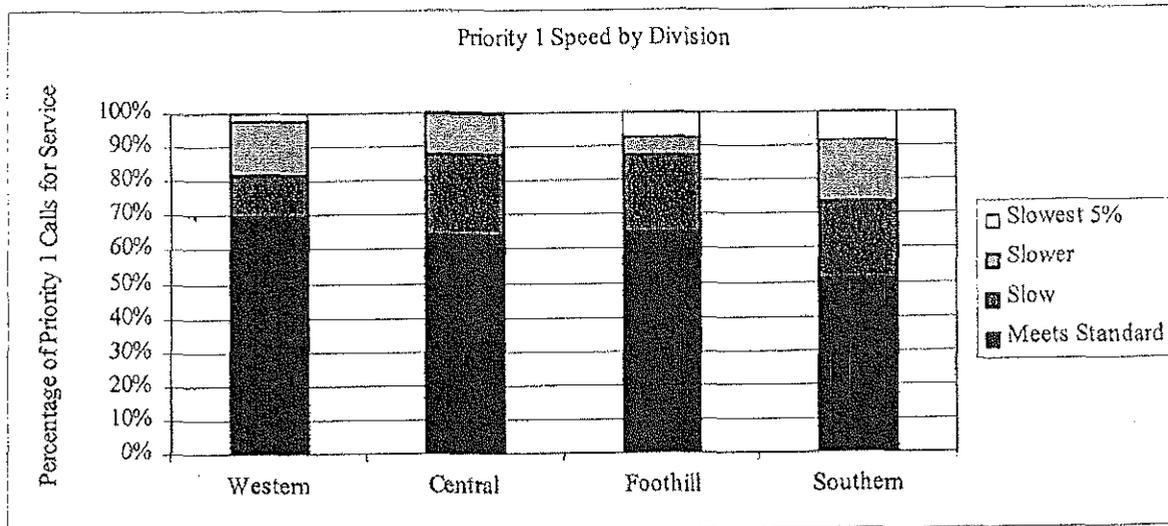
Division District	Average Cost of mileage for one patrol car	Average Mileage cost of all patrol cars	Average Cost of employee time for one patrol car	Average Cost of employee time for all patrol cars	Average Cost of commute for one patrol car (mileage plus employee time)	Total cost: mileage plus employee time for all patrol cars
	(dollars per day)	(dollars per day)	(dollars per day)	(dollars per day)	(dollars per day)	(dollars per day)
Central	\$ 6.13	\$ 419.77	\$ 18.01	\$ 1,233.86	\$ 24.14	\$ 1,653.63
Foothill	\$ 17.11	\$ 1,215.14	\$ 27.06	\$ 1,921.40	\$ 44.18	\$ 3,136.54
Southern	\$ 18.82	\$ 1,223.43	\$ 30.73	\$ 1,997.55	\$ 49.55	\$ 3,220.98
Western	\$ 11.20	\$ 806.54	\$ 22.56	\$ 1,624.35	\$ 33.76	\$ 2,430.89

<sup>34</sup> Source: Time and Trip Data for Patrol Officer Commute from Susan Cox, Document SJPD 017 in the Appendix.

# ATTACHMENT B

**Finding 5:** If one looks at the distribution of slow and extremely slow responses, they are disproportionately in the Foothill and Southern divisions for both Priority 1 and Priority 2 calls, as shown in Figure 12 and Figure 13. These findings are calculated using the one-week data set described above.

**Figure 12: Speed of Priority 1 Response by Division**



**Figure 13: Speed of Priority 2 Response by Division**

# ATTACHMENT C

MLWA/EKONA/LRI

San Jose Police Department Organizational Analysis  
Phase I

