



# Police Staffing, Expenditures, and Workload: Staffing Reductions Have Impacted Response Times and Led to High Overtime Costs

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A Report from the City Auditor  
Issued March 2021

<http://www.sanjoseca.gov/auditor>

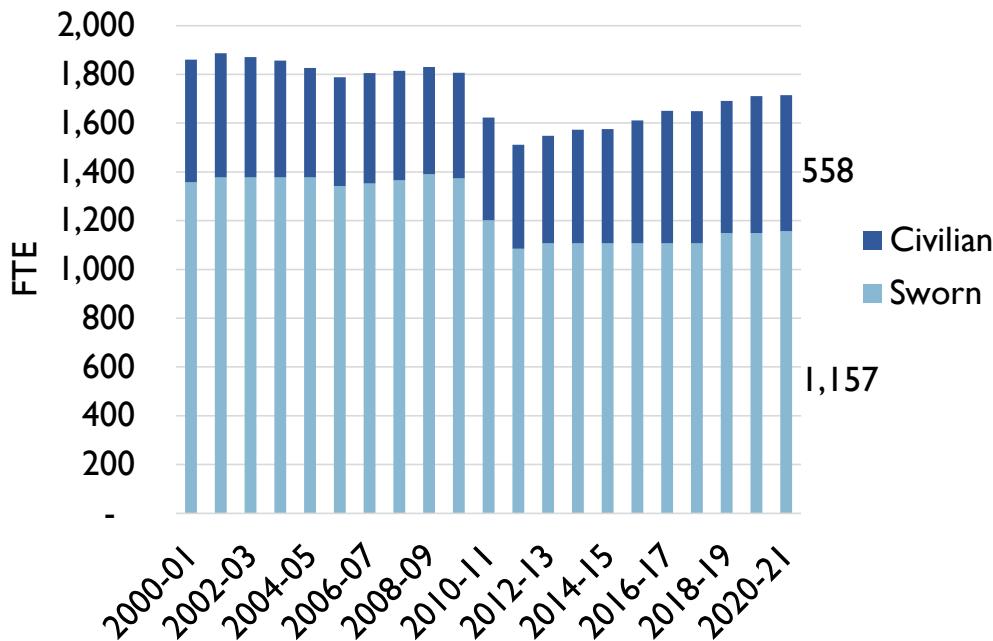
# Background

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- SJPD Core Services:
  - Respond to Calls for Service and Patrol Support
  - Investigative Services
  - Crime Prevention and Community Education
  - Regulatory Services
- In FY 2020-21 SJPD included 1,715 budgeted full-time equivalents (FTE)
  - 1,157 sworn staff and 558 civilians  
(64% of staff support patrol responses to calls for service)
- In FY 2020-20, SJPD's Adopted Operating Budget totaled \$471.5 million

## Finding I: Reductions in Sworn Staffing Over 20 Years Presents Challenges for SJPD

**San José Police Department Budgeted Staffing**  
Exhibit 7 (p.24)



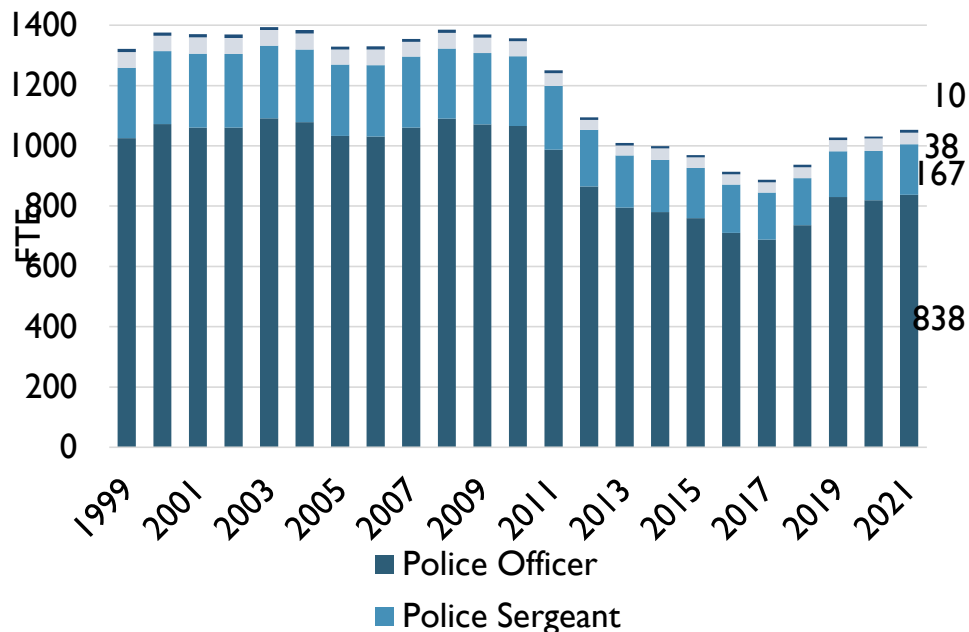
- SJPD experienced cuts in budgeted staffing during 2010 to 2012
- A wave of retirements and resignations resulted in the lowest level of active sworn officers in 2017 over the last two decades



## Finding I: Reductions in Sworn Staffing Over 20 Years Presents Challenges for SJPD

### Active Sworn Staffing Declined From 2010 Until Its Low in 2017 But Has Since Increased

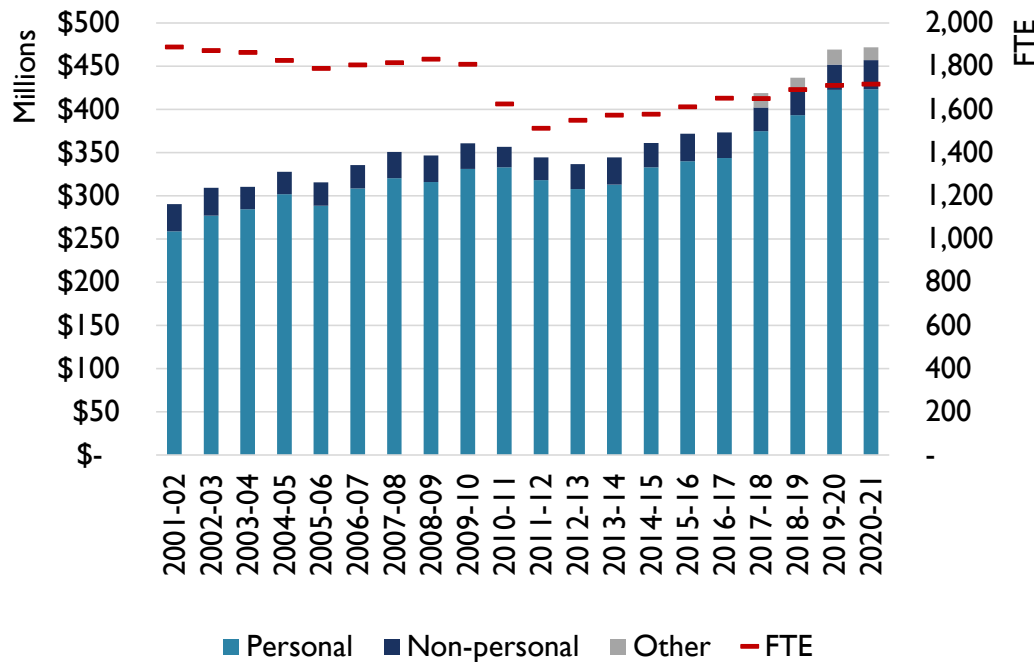
Exhibit 9 (p.25)



- SJPD experienced cuts in budgeted staffing during 2010 to 2012
- A wave of retirements and resignations resulted in the lowest level of active sworn officers in 2017 over the last two decades

## Finding 2: Increases in SJPD Expenditures Have Outweighed Staffing Changes

**SJPD's Adopted Budget and FTE**  
Exhibit 13 (p.34)

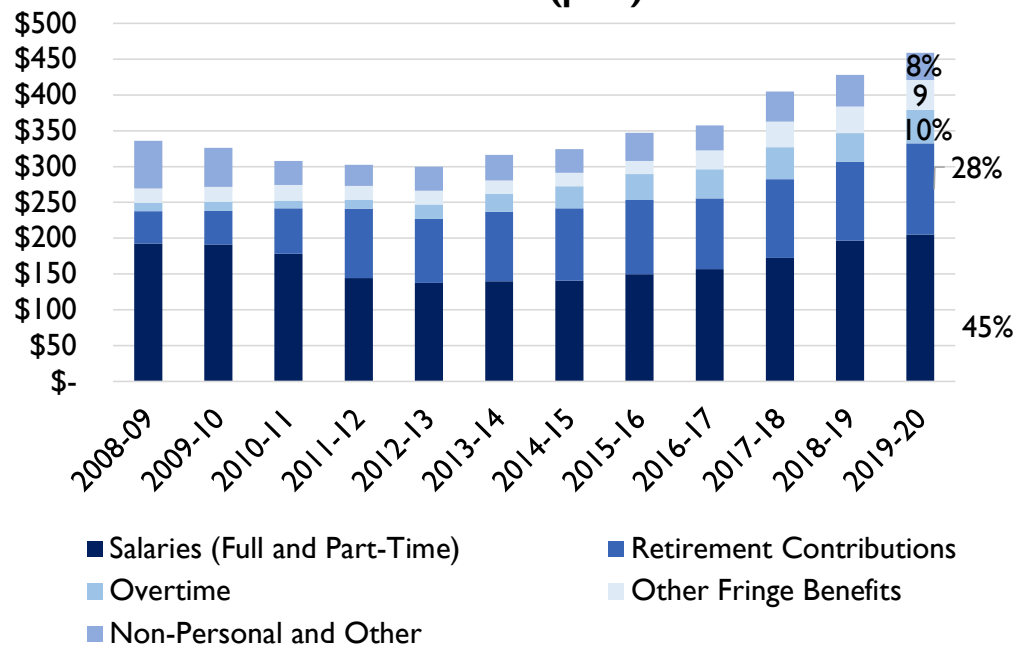


- SJPD's budget has grown dramatically from twenty years ago
- Despite less staff, expenditures have increased over time
  - Overtime costs have increased 300 percent over past decade
  - Retirement costs have grown from \$45 million to \$127 million over past decade

## Finding 2: Increases in SJPD Expenditures Have Outweighed Staffing Changes

### Personal Services Expenditures Account for More Than 90 Percent of Overall Expenditures

Exhibit 15 (p.35)

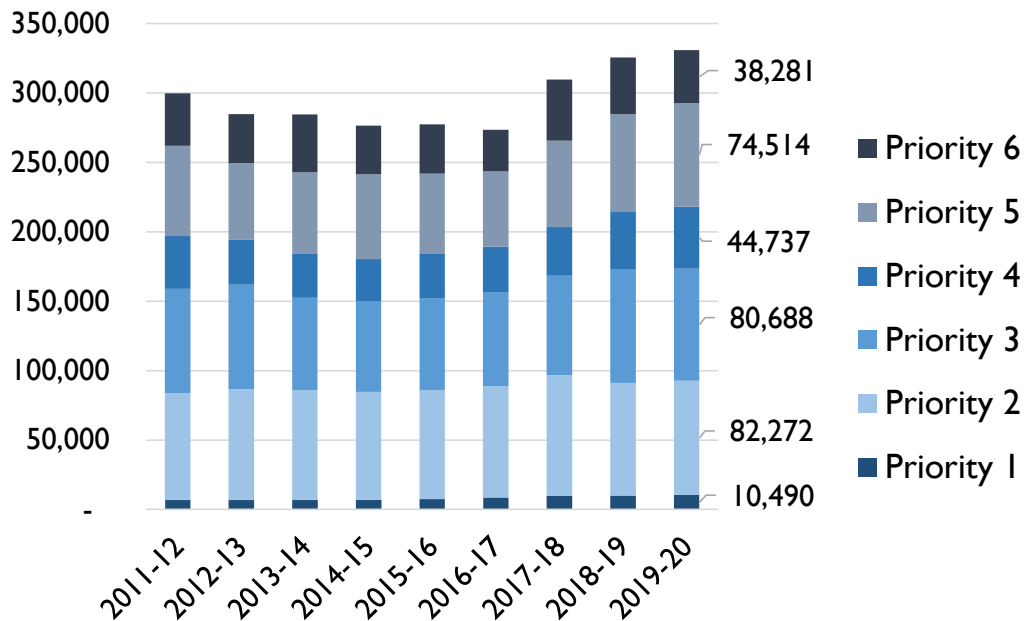


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## Finding 3: SJPD's Workload Has Increased as It Has Struggled to Meet Its Response Time Goals

### Police Responses to Calls for Service Have Increased in the Past Three Years

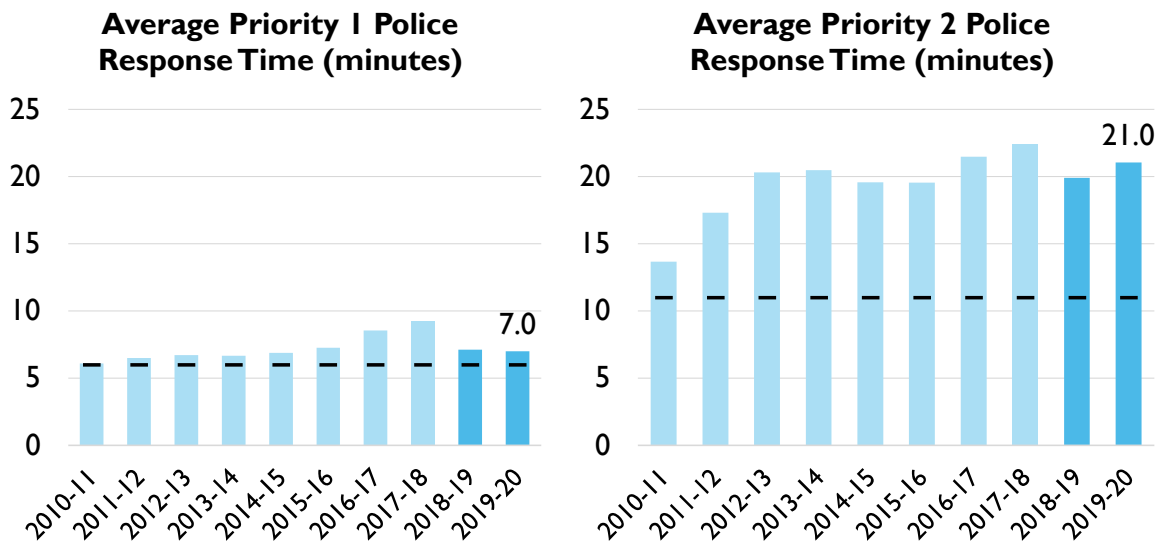
Exhibit 18 (p.41)



- SJPD received 1.2 million emergency and non-emergency calls, resulting in 331,000 police responses
- SJPD has not met response time targets for Priority 1 and 2 calls in the past several years

## Finding 3: SJPD's Workload Has Increased as It Has Struggled to Meet Its Response Time Goals

**Average Response Times for Priority 1 and 2 Incidents**  
Exhibit 20 (p.44)



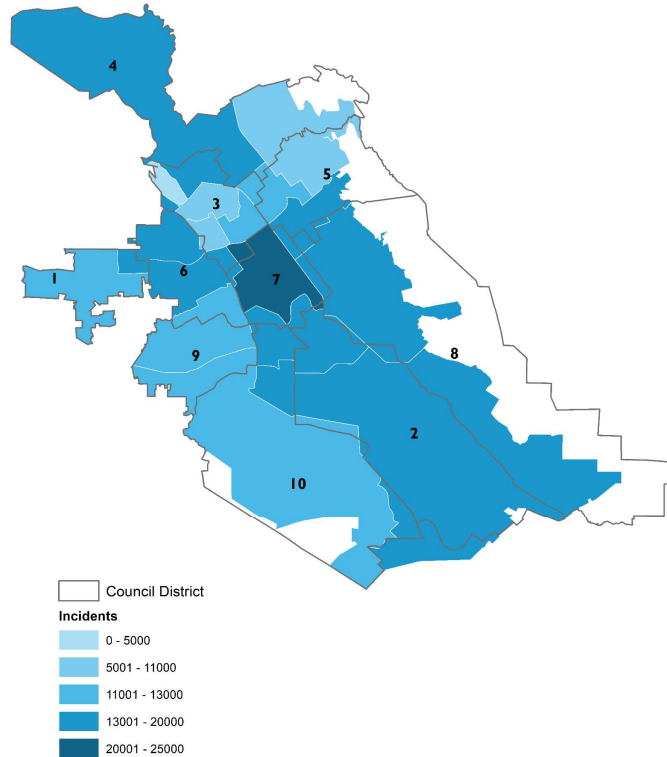
- SJPD received 1.2 million emergency and non-emergency calls, resulting in 331,000 police responses
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## Finding 4: Reorganizing San José's Patrol Districts and Reviewing Shift Schedules Could Optimize Workload and Available Staffing

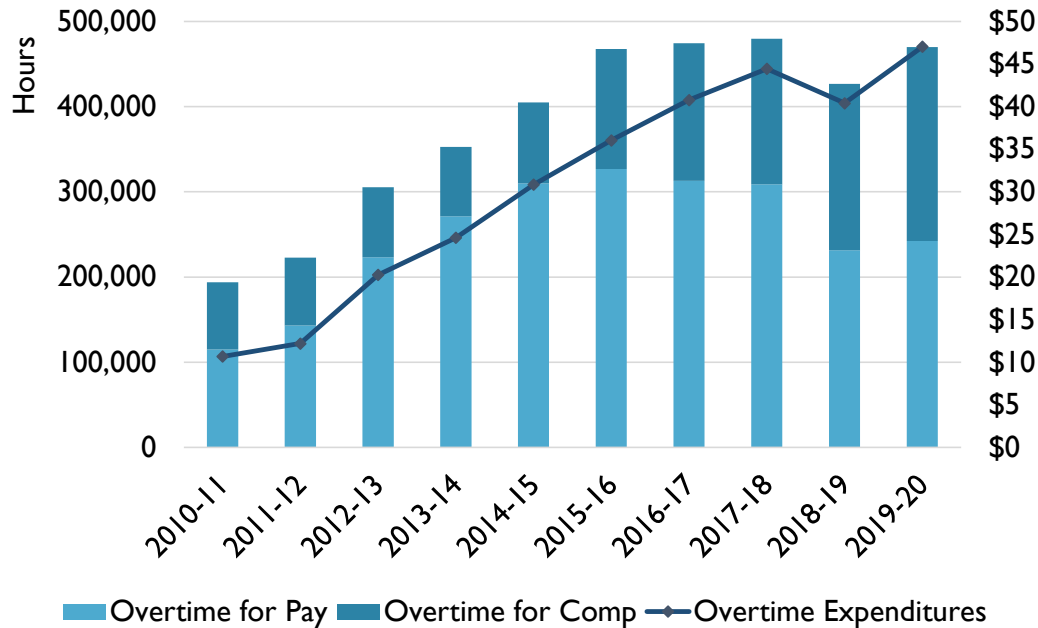
**Distribution of PI-4 Responses by Police District**  
Exhibit 23 (p.50)



- Previous staffing studies have recommended geographic redistribution and shift schedule changes to more efficiently deploy Police staff
- Potential changes to the shift schedule
- Improved tracking of specific types of incidents can inform service needs
- Community policing and foot patrol have been Council and Department priorities

## Finding 5: SJPD Has Relied on Overtime to Staff the Department

**Overtime Costs and Hours Worked Have Increased**  
Exhibit 25 (p.59)

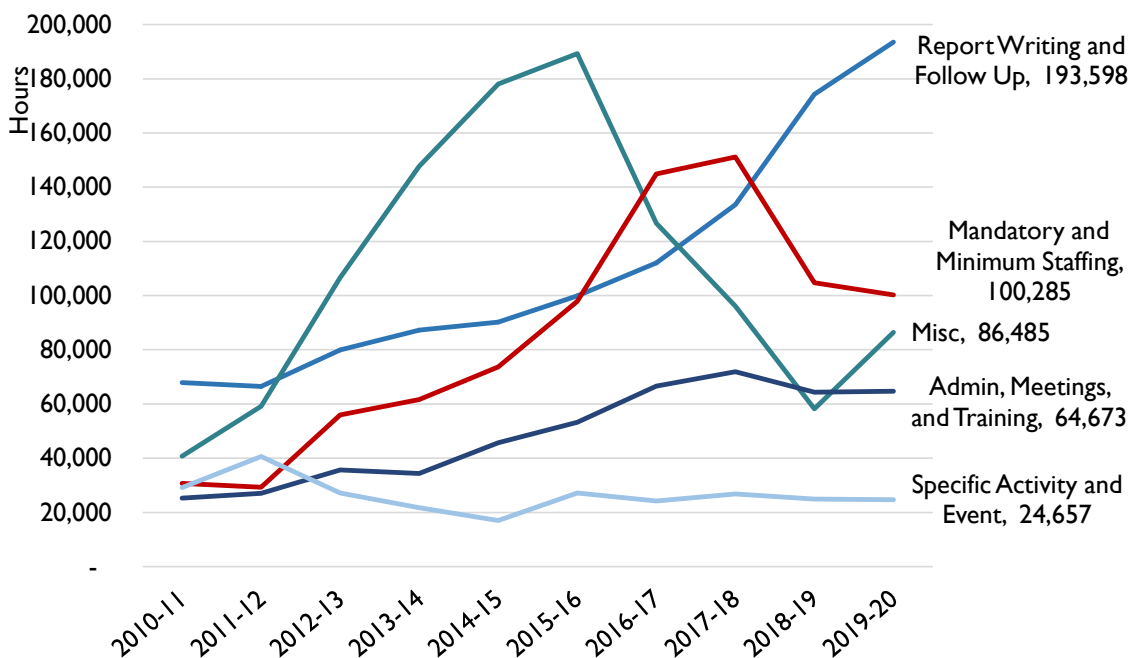


- Overtime hours increased from 200,000 hours to more than 450,000 hours over the past decade
  - Overtime costs account for 10 percent of SJPD expenditures
- Discretionary overtime has increased at a greater rate than mandatory overtime
- Excess comp time costs totaled \$16 million in FY 2019-20



## Finding 5: SJPD Has Relied on Overtime to Staff the Department

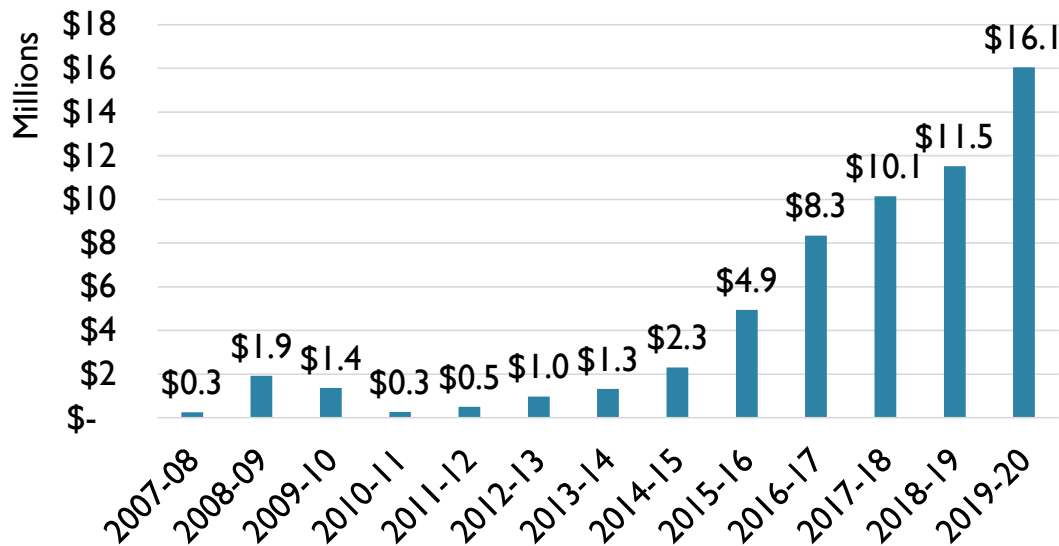
**Some Discretionary Overtime Such as Report Writing and Follow Up Have Increased at a Greater Rate Than Mandatory Overtime**  
Exhibit 28 (p.64)



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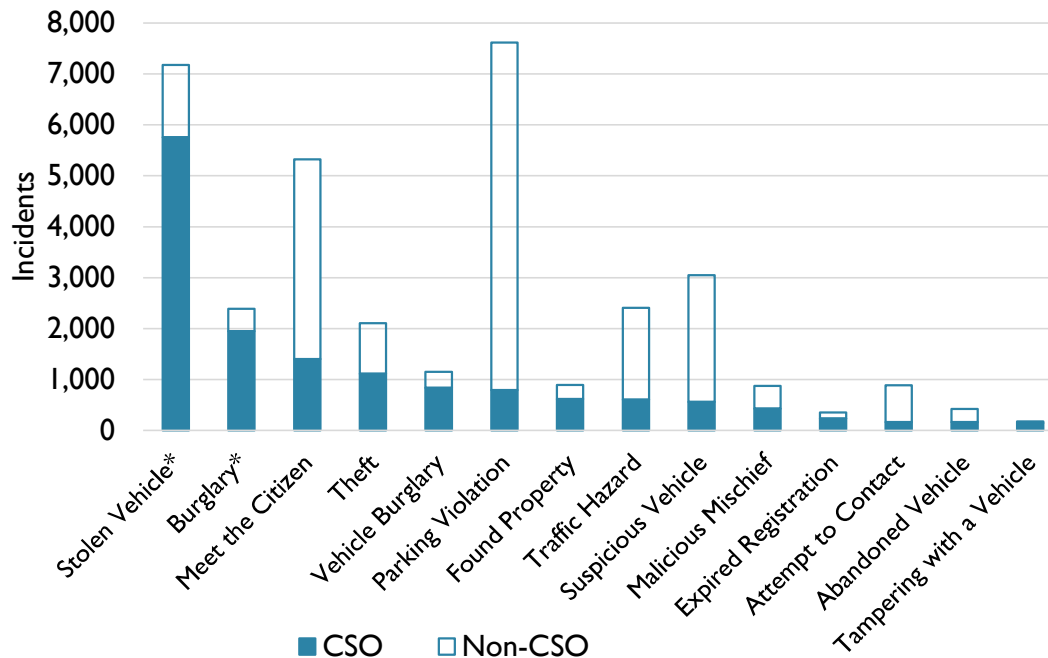
### Excess Comp Time Payout Continues to Significantly Grow Exhibit 29 (p.67)



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## Finding 6: Additional Opportunities Exist for Civilianization to Address Sworn Workload

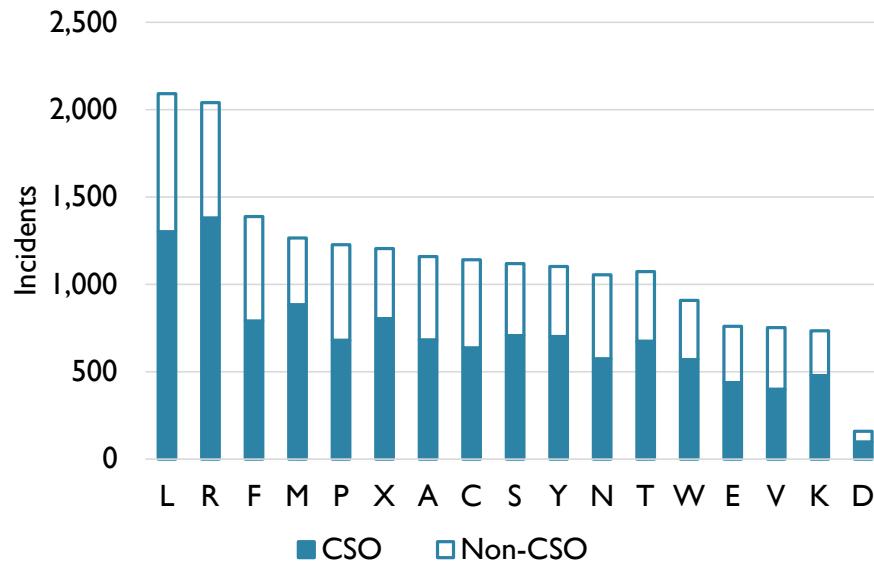
### CSOs Responded to About 60 Percent of Total CSO-Dispatchable Incidents Exhibit 32 (p.73)



- CSOs responded to about 22,000 total incidents in FY 2019-20
- Varying number of calls across districts may result in inequitable workload for CSOs

## Finding 6: Additional Opportunities Exist for Civilianization to Address Sworn Workload

**The Number of CSO-Dispatchable Incidents  
Varies by District**  
Exhibit 33 (p.74)



- CSOs responded to about 22,000 total incidents in FY 2019-20
- Varying number of calls across districts may result in inequitable workload for CSOs



## Conclusion

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Our audit report includes a total of 10 recommendations.

We would like to thank the Police Department, the City Manager's Office, the Budget Office, and the City Attorney's Office for their time and insight.

The audit report is available at [www.sanjoseca.gov/auditor](http://www.sanjoseca.gov/auditor)