

*City Service Area*  
**Public Safety**



***Mission:** Provide prevention and emergency response services for crime, fire, medical, hazardous, and disaster related situations*

***Primary Partners***

City Manager's Office  
Fire  
Independent Police Auditor  
Police

**CSA OUTCOMES**

- The Public Feels Safe Anywhere, Anytime in San José
- Residents Share the Responsibility for Public Safety

*City Service Area*  
**Public Safety**  
*SERVICE DELIVERY FRAMEWORK*

**CITY SERVICE AREA**  
 A cross-departmental collection of core services that form one of the City's six key "lines of business"

**MISSION STATEMENT**  
 Why the CSA exists

**Public Safety CSA**

*Mission:*

Provide prevention and emergency response services for crime, fire, medical, hazardous, and disaster related situations



**CSA OUTCOMES**  
 The high level results of service delivery sought by the CSA partners

*Outcomes:*

- The Public Feels Safe Anywhere, Anytime in San José
- Residents Share the Responsibility for Public Safety



**PRIMARY PARTNERS**  
 Departments with Core Services that contribute to achievement of CSA Outcomes

**City Manager's Office**

*Core Services:*

City-Wide Emergency Management

**Fire Department**

*Core Services:*

Emergency Response

Fire Prevention

**Independent Police Auditor**

*Core Services:*

Independent Police Oversight

**Police Department**

*Core Services:*

Crime Prevention and Community Education

Investigative Services

Regulatory Services

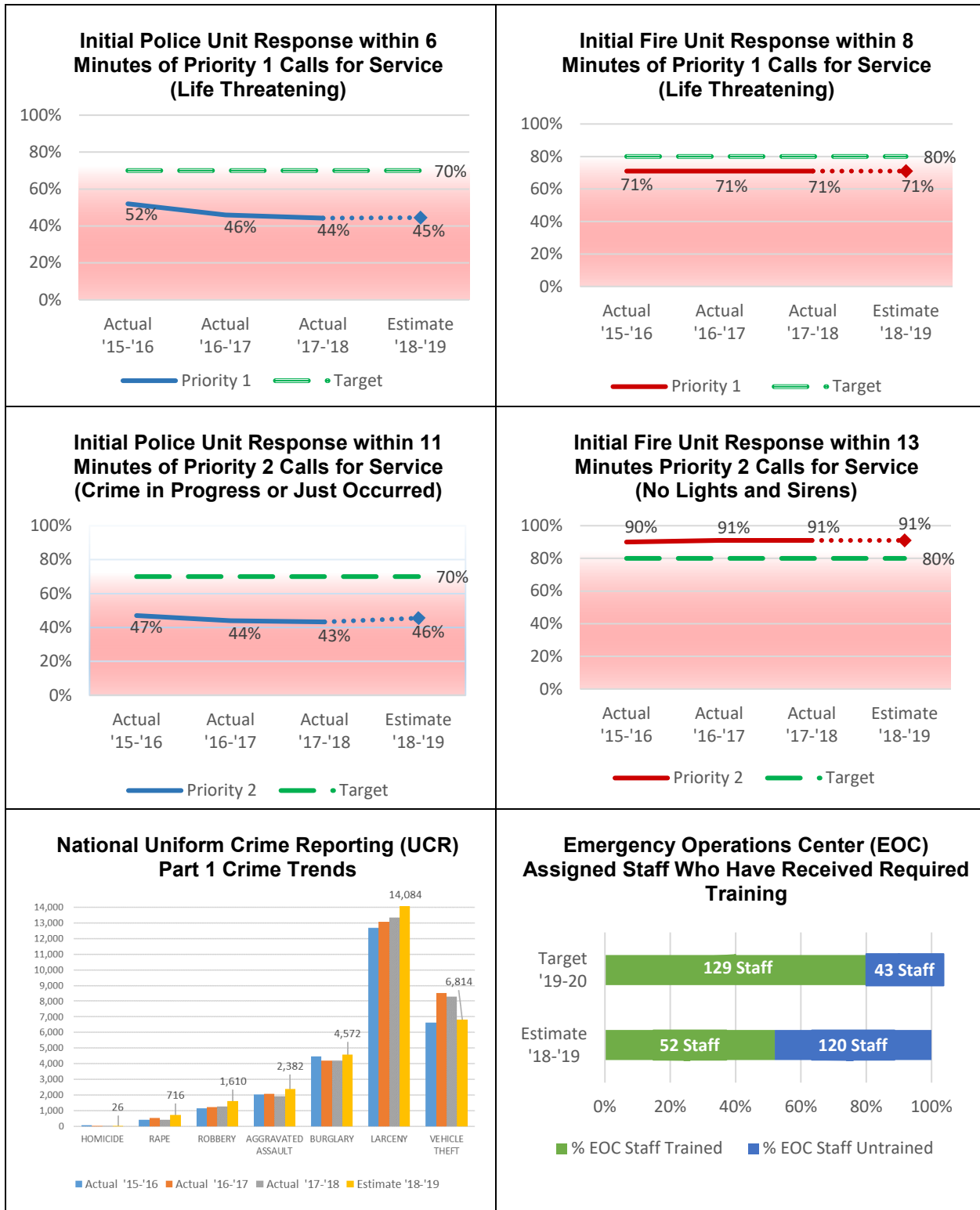
Respond to Calls for Service and Patrol Support

**CORE SERVICES**  
 Primary deliverables of the organization

**PROGRAMS**  
 Elements of Core Services; the "front line" of service delivery



**STRATEGIC SUPPORT**  
 Organization-wide guidance and support to enable direct service delivery



## ***Public Safety***

### **Expected 2019-2020 Service Delivery**

- ❑ Provide essential emergency services (patrol, fire suppression, rescue, and emergency medical services) in a timely and effective manner.
- ❑ Enhance Fire Department public information and education.
- ❑ Effectively investigate crimes and seek successful prosecution of suspects.
- ❑ Continue efforts to deter gang violence.
- ❑ Continue regional all-hazard emergency management planning, training, and exercises.
- ❑ Provide a police misconduct complaint process that is thorough, objective, and fair.



### **2019-2020 Key Budget Actions**

- ❑ Adds one-time funding to the Police Department's overtime budget to continue support for the Downtown Foot Patrol program for an additional year. This program was implemented in 2013-2014 to enhance safety and security, support ongoing surveillance and apprehension efforts, and allow specialized units to focus on high crime activity.



- ❑ Adds one-time funding for recruiting and backgrounding of new and lateral police officers. The Police Department's Recruiting and Backgrounding Units will continue the high volume of recruiting and hiring necessary for upcoming Police Recruit Academies as well as critical civilian positions, such as Crime and Intelligence Analysts, Public Safety Communications Specialists, and Public Safety Dispatchers. Additionally, an ongoing Analyst position is added to support recruitment efforts as the Department has taken on the autonomous hiring process.

- ❑ Adds ongoing funding for the Police Department's continuation of its Use of Force data collection and public portal dashboard as recommended by the Office of the Independent Police Auditor.

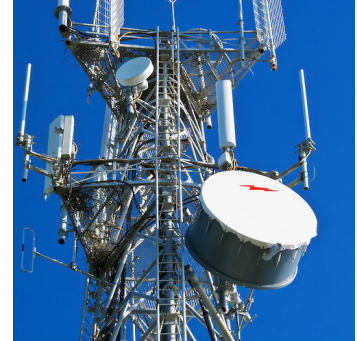
❑ Adds one-time funding to re-establish the Sworn Hire Ahead Program for 2019-2020 to fill vacant positions with street-ready officers within an average of 90 days. This program uses dedicated funding to overstaff the Police Department above authorized sworn staffing levels to get a head start on training recruits so they are street-ready when sworn vacancies occur. Additional funding is also set aside in the 2020-2021 Police Sworn Hire Ahead Program Reserve to continue this program in the following year.

- ❑ Adds one-time, funding to partially fund 1.0 Police Lieutenant position assigned to the Northern California Regional Intelligence Center (NCRIC) that is otherwise grant funded.
- ❑ Right-sizes the School Safety and Education Program staffing and funding levels after a misalignment was identified. The increased staffing and funding corresponds to the current service delivery, which is 121 intersections.

## **Public Safety**

### **2019-2020 Key Budget Actions**

- ❑ Adds an Interoperability Manager position within the Police Department, effective January 1, 2020, to support the City's interoperable communications funded by the Construction Tax and Property Conveyance Tax Fund: Communications Purposes. This position, previously funded on a temporary basis with public safety grants, continues to serve all Public Safety departments and oversees numerous interoperability projects, to ensure complementary efforts across projects and leverage funding streams to promote the interoperable communication needs in the South Bay.
- ❑ Adds 1.0 Accounting Technician position to the Police Department to support Police False Alarm collections and address the backlog in billing, processing courtesy notices, and revenue collections. Also increases the revenue estimate for False Alarm Fines by \$500,000 to reflect the change in operations in which the Police Department now responds to false alarm calls.
- ❑ Adds resources in the Police Department to manage the increase in public records requests due to a recent change in state law. State law requires that certain peace officer personnel records and records relating to specified incidents, complaints, and investigations involving peace officers be made available for public inspection pursuant to the California Public Records Act. Additional staff consisting of 2.0 staff ongoing and 3.0 staff on a one-time basis was approved to comply with the new California Public Records Act laws.
- ❑ With the passage of the 2018 Measure T – Disaster Preparedness, Public Safety, and Infrastructure Bond, adds 1.0 Project Manager I position to the Police Department to oversee multiple bond projects, such as new training and academy center, new hanger at San José International Airport for the Air Support Unit, an upgraded or new 9-1-1 Call Center, and Police Administration Building infrastructure improvements.
- ❑ Adds one-time funding to support a study of the recruiting, staffing, and retention of the Police Department's 9-1-1 Call Center. The study will review operational efficiencies and best practices.
- ❑ Adds 1.0 Division Manager position to the Police Department to support a new Data Crime Center. This center will pool resources (local, state, and national), share information with law enforcement partners, and create a conduit between Patrol and Investigations Units through a data-driven approach to address crime, crime trends, hot spots, and social network analysis. This position will seek funding and best practices in order to develop an implementation plan for the Data Crime Center.
- ❑ Adds one-time funding of \$750,000 to Police to bring back the “walking beat” to restore one element of community policing. This foot patrol program launched in the Poco Way neighborhood and other neighborhoods are being prioritized for this service.
- ❑ Adds one-time non-personal/equipment funding for City Manager's Office of Emergency Management (OEM) to enable the City to train staff to a Type II level of Emergency Operations Center (EOC) Credentialing, and Office of Emergency Management staff to a Type I level.
- ❑ Continues 1.0 Senior Analyst limit-dated through June 30, 2020 in OEM and additional one-time non-personal/equipment funding to sustain management of the Community Emergency Response Team program and deliver an additional 12 classes through the City for a total of 36 classes funded.



## **Public Safety**

### **2019-2020 Key Budget Actions**

- ❑ Continues Urban Areas Security Initiative (UASI) Grant funding for 4.0 Executive Analyst I/II positions limit dated to June 30, 2020 in the OEM to allow for: continued work on community resource planning; development of a Mass Care Plan; coordination of the Emergency Operations Center (EOC) services, resources, and systems for San José's primary, alternate, and mobile EOC; and, coordination of Emergency Alert and Warning services.
- ❑ Adds one-time non-personal/equipment funding for OEM and the Emergency Operations Center (EOC) to continue the development and updating of Operations and Business Plans; Department Operations Center Plans; Donations Management Plan; Volunteer Management Plan; Gap Analysis and City Wide Emergency Management Strategic Plan; and Multi-Year Training and Exercise Plan.
- ❑ Adds 1.0 Analyst position in the Fire Department for analysis and reporting to aid in understanding emergency response performance, allowing the Department to continue to focus response time performance improvement strategies and standards.
- ❑ Reorganizes Fire Communications by adding 1.0 Division Manager position and 1.0 Analyst position, offset by the elimination of 1.0 Fire Division Chief position, to provide the appropriate manager level control and oversight of Fire Communications training, operations, systems support, and critical projects while providing the necessary analytical support and critical administrative functions.
- ❑ Adds one-time non-personal/equipment funding of \$70,000 for consultant services to evaluate the staffing needs of Fire Communications relative to its current and projected workload.
- ❑ Reorganizes Fire Facilities Support by adding 1.0 Building Maintenance Superintendent position and 1.0 Warehouse Worker II position, offset by the elimination of 1.0 Fire Captain position, to better manage Fire Department facilities with the maintenance expertise necessary, and increase capacity in the Company Stores.
- ❑ Reorganizes the Public Information function by adding 1.0 Public Information Manager position and 1.0 Video/Multimedia Producer position, offset by the elimination of 1.0 Fire Captain position, to provide staff with the necessary knowledge and skills to fulfill critical public information and internal Department-wide communications.
- ❑ Adds 1.0 Program Manager position and 1.0 Analyst position to the Fire Department to support Public Safety Capital projects associated with Measure T. Also adds 1.0 Senior Analyst position to support other capital projects including various fire station rehabilitation projects funded by the remaining Neighborhood Security Bond Fund.
- ❑ Adds 1.0 Fire Prevention Inspector position and 1.0 Analyst position in the Bureau of Fire Prevention to increase and improve inspection services including review, follow up, and tracking of fire protection systems to meet requirements mandated by Title 19 of the California Code of Regulations.
- ❑ Adds 1.0 Division Manager position, 1.0 Senior Engineer position, and 1.0 limit-dated Associate Engineer position through June 30, 2020 to the Fire Development Fee Program to improve program oversight, addresses current and future workload demands, and improve performance in off-hour inspections for expedited development services.
- ❑ Extends 1.0 limit-dated Senior Engineer position through June 30, 2020 to the Fire Development Fee Program to support the continued implementation of the Integrated Permitting System (IPS).
- ❑ Extends 1.0 limit-dated Network Engineer through June 30, 2020 to support emergency medical services technology projects.
- ❑ Adds one-time non-personal/equipment funding of \$40,000 for two LUCAS chest compression systems.

*City Service Area*  
**Public Safety**  
*BUDGET SUMMARY*

**City Service Area Budget Summary\*\***

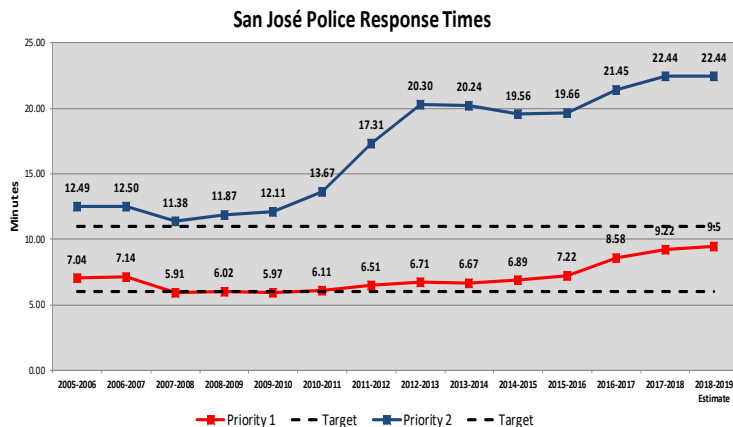
	2017-2018 Actuals **	2018-2019 Adopted	2019-2020 Forecast	2019-2020 Adopted
<b>Dollars by Core Service *</b>				
<i>Office of the City Manager</i>				
City-Wide Emergency Management	1,271,775	2,936,389	1,541,954	6,001,483
<i>Fire Department</i>				
Strategic Support - Other - Public Safety	14,163,726	17,259,618	12,272,045	15,146,543
Strategic Support - Public Safety	5,010,014	5,921,294	6,636,248	7,404,742
Emergency Response	201,847,219	201,687,459	219,556,715	219,872,333
Fire Prevention	3,989,816	5,991,252	6,333,664	7,152,500
City-Wide Emergency Management	125,150	0	0	0
<i>Independent Police Auditor's Office</i>				
Independent Police Oversight	1,255,376	1,196,045	1,301,667	1,317,667
Strategic Support - Other - Public Safety	54,246	82,011	2,178	3,000
Strategic Support - Public Safety	3,665	158,143	136,375	136,375
<i>Police Department</i>				
Strategic Support - Other - Public Safety	25,779,238	13,377,717	10,970,188	17,431,967
Strategic Support - Public Safety	48,010,682	44,876,860	45,341,289	50,823,460
Crime Prevention and Community Education	7,045,794	6,857,091	7,294,953	7,467,502
Investigative Services	63,931,768	73,629,974	78,382,708	78,807,788
Regulatory Services	4,203,423	5,087,740	4,500,355	4,700,216
Respond To Calls For Service and Patrol Support	255,972,807	279,568,750	298,190,085	305,235,817
<b>Total CSA</b>	<b>\$632,664,700</b>	<b>\$658,630,343</b>	<b>\$692,460,424</b>	<b>\$721,501,393</b>
<b>Authorized Positions</b>	<b>2,445.72</b>	<b>2,498.72</b>	<b>2,495.72</b>	<b>2,530.24</b>

\* Fund Balance, Transfers, and Reserves for funds that may be managed by the departments in this CSA have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

\*\* The positions displayed in the 2017-2018 Actuals column reflect those included in the 2017-2018 Adopted Budget. 2017-2018 Actuals may not subtotal due to rounding.

# City Service Area Public Safety OVERVIEW

## Service Delivery Accomplishments



- For Priority One calls (present or imminent danger to life or major damage/loss of property), the Police Department on average responded in 9.22 minutes in 2017-2018. This response time is expected to increase in 2018-2019 to an average of 9.50 minutes.

- The Police Department response times for Priority Two calls (injury or property damage or potential for either to occur) averaged 22.44 minutes during 2017-2018 and is expected to remain at that level in 2018-2019.

- The Police Department investigated 28

homicides in calendar 2018, and for many of these homicides, the cases were resolved as a result of community members coming forward and working with both patrol officers and detectives to bring the suspects to justice.

- In an effort to make comprehensive use of force data available to the public and build community trust, the Police Department conducted an extensive analysis of use of force incidents occurring in 2015-2017. Interactive dashboards with 150 different filters have been published on the Department’s web site which allows the public to query the use of force data. San José is the largest city in the nation that uses this system and one of just two that provides the information to the public. Ongoing funding was approved to maintain this data analysis going forward.
- In May of 2015, President Barack Obama's Task Force on 21st Century Policing issued its final report. The task force was created to strengthen community policing and trust among law enforcement officers and the communities they serve – especially in light of recent events around the country that have underscored the need for and importance of lasting collaborative relationships between local police and the public. The Police Department has taken numerous steps to bring align with recommended best practices that promote effective crime reduction while building public trust. Some of the Department's current efforts to strengthen its commitment to being a model 21st Century Police Department include specialized trainings in Fair & Impartial Policing, Procedural Justice, De-Escalation, and Crisis Intervention as well as the implementation of a Body Worn Camera program and a Use of Force committee.
- The Fire and Police Departments conducted joint department-wide Active Shooter trainings to prepare for responding to Active Shooter/Mass Casualty Incidents. The two departments worked collaboratively to develop response protocols to rapidly mitigate active shooter threats and provide time care and treatment to casualties, and trained personnel using both classroom and manipulative training techniques.
- The Fire Department’s goal for Priority 1 response is on scene arrival of the first unit within eight minutes 80% of the time, and for Priority 2 response within thirteen minutes 80% of the time. In 2018-2019, the Department estimates that it will meet its Priority 1 fire response time goal 71% of the time and Priority 2 response goal 91% of the time. Staff continues to make progress on the Response Time Work Plan that outlines significant projects that target improvements in this critical area. Although response times appear to remain steady, response times have improved incrementally, meeting the County Emergency Medical Services (EMS) Response time requirements 90% of the time or greater for seventeen consecutive months, from April 2018 to September 2019. This improvement generates reimbursement from Santa Clara County estimated to reach at least \$1.17 million annually.
- Investments in technology, including deployment of the Emergency Vehicle Preemption System in 948 intersections in December 2018, the IP-based Fire Station Alerting system was completed in June 2019. The Department continues further integration into operations, as well as a focused analysis of incident data, are expected to improve response times.



### *Service Delivery Accomplishments*



- The Fire Department provided Mutual Aid personnel to assist with the multiple significant fires that affected several California counties this year, including the Carr, Camp, Klamathon, and Mendocino Complex. Department personnel who are members of the Federal Emergency Management Agency, California Task Force 3 were also sent to assist with Hurricanes Lane in August 2018 and Olivia in September 2019.

- The Fire, Police and Transportation Departments were named winners for the 2019 IDC Smart Cities North America Award for “Accelerating Response for Safer Communities – A Novel

Spatially-Aware Approach to Emergency Vehicle Pre-emption for First Responders”. The centralized Emergency Vehicle Preemption system uses vehicle location technology to communicate with the city's traffic control center to clear intersections of traffic and provide emergency vehicles with a green signal. This centralized approach provides faster response times, is significantly cheaper than installing equipment at each signalized intersection and allows for a system-wide view and control.

- The Fire Department provided department-wide training for the Urban Search & Rescue (USAR) Swift Water Rescue Team. Due to the Adds pressure of moving water, swift water rescue involves the use of specially trained personnel, ropes and mechanical advantage systems that are more robust than those used in standard rope rescue.
- San José Fire Communications was honored for Outstanding Performance at the annual Public Safety Communications Managers Association awards banquet –San José Fire Communications swing shift and midnight shift were recognized for their exceptional efforts this past August to locate two stranded hikers in the Sierra Vista Open Space Preserve. Through their coordinated efforts and teamwork, they were able to locate the hikers while continuing to answer 9-1-1 calls and dispatching on over 75 other calls for service during this 10-hour incident.
- Public Safety Communications Managers Association selected Public Safety Radio Dispatcher, Cynthia Burrill as the “Emergency Medical Dispatcher of the Year” for providing the highest level of customer service to her callers.
- The Fire Department completed 99 percent of its state-mandated inspections in 2017-2018, compared to 77 percent the previous fiscal year and attributes the increase to more inspections by firefighters.
- OEM lead a team of various City departments to update the Joint Emergency Action Plan (JEAP) with the Santa Clara Valley Water District (SCVWD). During the winter storms of 2019, the SCVWD and the City successfully followed JEAP with the evacuation of neighborhoods along Ross Creek on February 14, 2019.
- City Council adopted the final City’s Emergency Operations Plan (EOP) on February 5, 2019. Work continues on six annexes that support the EOP, and will be completed in 2019-2020.
- A re-activation of the Emergency Services Council as required by the State of California Emergency Services Act was completed by OEM. This effort has significant impact on the adoption of the EOP, the protection of all disaster volunteers, and the engagement of those who complete the Citizen Emergency Response Team (CERT) program.
- Four training and exercise training sessions were conducted including: Mass Care Shelter training for PRNS staff, a functional exercise for staff assigned to the Emergency Operations Center (EOC), activation of an evacuation center, and EOC staff training in the Essentials of Emergency Management Course (EEMC) for 125 EOC staff. Additional EEMC sessions are scheduled in 2019-2020 to provide training for all EOC staff.
- Grant funds coordinated by OEM allowed for maintaining staff in four key areas of emergency management, including staff dedicated to Alert and Warning Systems, such as the Alert Santa Clara County (AlertSCC) and Wireless Emergency Alert (WEA) Systems, which were used during the threat of flooding on February 13 and 14, 2019. Funds were used to support the coordination of response with multiple outside agencies, readiness of the EOC, and first comprehensive inventory of assets acquired for disaster response.

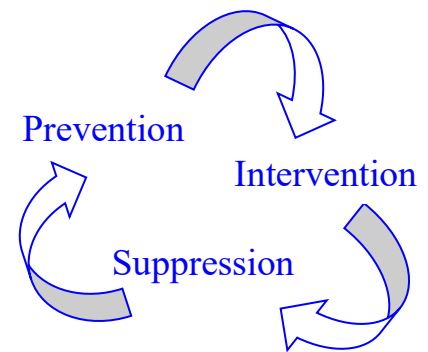
**City Service Area**  
**Public Safety**  
**OVERVIEW**

**Service Delivery Accomplishments**

- OEM successfully launched the CERT program in the City on March 20, 2019. Five CERT courses will be completed by the end of 2018-2019, and nineteen more courses will be completed in 2019-2020. The City also sponsored its second CERT Train the Trainer program in May 2019 to ensure community engagement to support the program. Funding for 12 additional classes is also approved for a total of 36 classes.
- The Independent Police Auditor (IPA) continued to identify new ways to inform the residents of San José about its mission through community meetings, school presentations, and the expanded use of social media. The IPA launched a new dashboard incorporating a text-based survey, data visualizations, and the IPA Year End Report. The Office also continued outreach specifically aimed at youth and young adults, including distribution of the popular publication *A Student's Guide to Police Practices*.

**Service Delivery Environment**

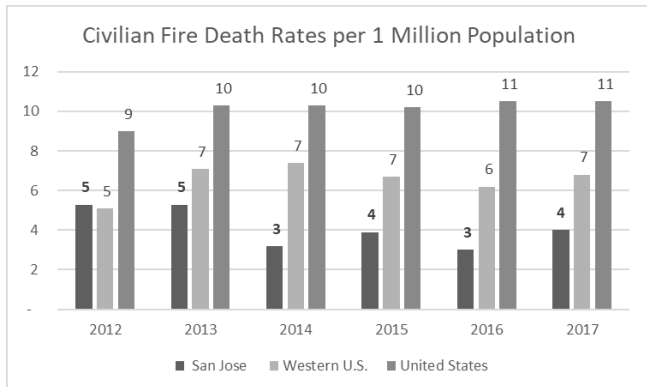
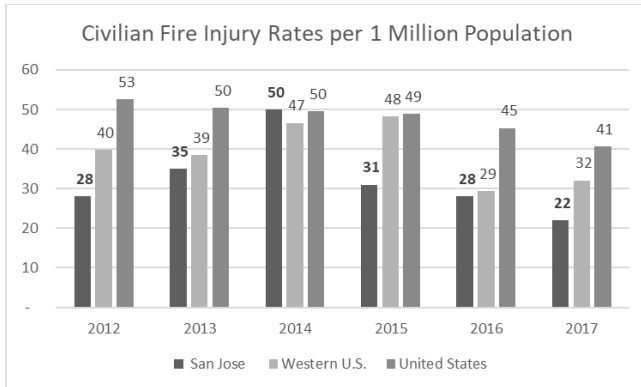
- Public Safety is focused on responding to crime, fire, rescue, emergency medical, hazard, and disaster-related needs of the San José community.
- Greater community engagement through social media, providing current crime and calls for service data online, and participating in the Open Data Source Initiative to provide even more awareness, keeps citizens informed and involved. This business model is based on a three-prong strategy of prevention, intervention, and suppression.
- Partnering with the community is vitally important to the safety of the City. In today's digital environment, community members coming forward with real time information has assisted patrol officers and detectives in successful resolution of many different crimes. The collaborative relationship between the community and Police Department is critical in investigating crimes and patrolling the City. An open and positive community connection can assist in quickly resolving the most serious crimes.



Part 1 Crimes Index by Calendar Year					
Offense	Year over			2018 to	
	2018	2017	Year % Change	5 Year Average	5 Year % Change
Criminal Homicide	28	32	-12.5%	33.8	-17.2%
Rape	615	571	7.7%	463.6	32.7%
Robbery	1,593	1,376	15.8%	1,279.0	24.6%
Aggravated Assault	2,208	2,209	-0.1%	2,055.8	7.4%
Burglary	4,539	3,926	15.6%	4,557.6	-0.4%
Theft	13,510	13,329	1.4%	12,922.6	4.5%
Motor Vehicle Theft	7,704	8,068	-4.5%	7,607.2	1.3%
Arson	121	173	-30.1%	129.4	-6.5%
<b>Totals</b>	<b>30,318</b>	<b>29,684</b>	<b>2.1%</b>	<b>29,049</b>	<b>4.4%</b>

- A major contributing factor to the overall effectiveness and efficiency of the Fire Department in recent years has been the creative and collaborative nature in which public safety staff have applied data and technology solutions toward a wide range of prevention, response, and emergency mitigation strategies.
- Currently, San José Police staffing is lower than most cities of more than a million population. San José has experienced a 2.1% increase of Part I Crimes (homicide, rape, robbery, aggravated assault, burglary, theft and motor vehicle theft) for calendar 2018 compared to the prior year.

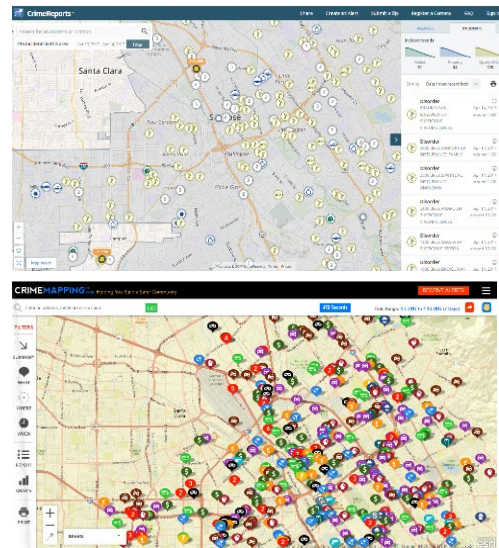
**Service Delivery Environment**



(Source: NFPA National Fire Experience Survey, 2017)

- From 2012 to 2017, San José experienced lower fire-related injury rates per million population than the national average. With the exception of 2012, the City had fewer fatalities than the Western United States and the national average. Updated National comparative information is not yet available for 2018, but San José experienced a minor increase in the number of civilian injuries (22 to 24 per one million population) and approximately four civilian deaths per one million population in 2018. Both figures are expected to remain below the national and regional averages.
- Keeping the community informed is paramount to fostering the relationship between residents and the Police Department. To that end, current crime and calls for service data is available online for a city-wide overview or a specific neighborhood, park, or school. An informed community is an engaged one. Police continues to collaborate with an advisory board of community members to help the Department on solving issues and defining what community policing should look like in the City of San José.

**CrimeReports.com and CrimeMapping.com Online Portals**

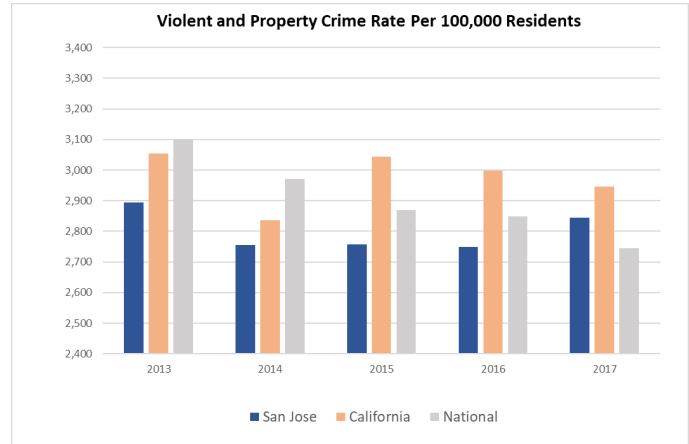


- San José needs to be able to respond to major city crime such as gang-related crimes, drug trafficking, armed robberies, assaults, and other violent crimes. As a result of current staffing levels, the focus of the Police Department has shifted from one that is proactive to one that relies upon reacting to crime already committed. Despite the staffing challenges for the past few years, San José has maintained a steady crime rate for both violent (homicide, rape, robbery, aggravated assault) and property (burglary, theft, motor vehicle theft) crimes.

*City Service Area*  
**Public Safety**  
*OVERVIEW*

***Service Delivery Environment***

- During calendar year 2017, San José’s Part 1 crime rate of 2,844.35 incidents per 100,000 residents was 3.5% higher than the national level of 2,745.13 incidents, but 3.6% below the California level of 2,945.98 incidents. Part I crime rate is identified as homicide, rape, robbery, aggravated assault, burglary, theft and motor vehicle theft. For the past several years, San José has experienced a lower crime rate than the State and nation.



- Continue to advance the Fire Department Strategic Plan (Vision 2023) focused on improved operations, workforce sustainability, community alliances, infrastructure and support, and cost-effectiveness.

- The CSA strives to maintain core service levels, especially in responding to calls for both Police and Fire, and in detective units that investigate crimes against persons.

- The focus for response to calls will be on Priority 1 and Priority 2 calls for service. Policy changes that limit or eliminate patrol response for lower priority calls and offer the community an alternative for reporting were implemented in 2011-2012, including non-injury vehicle accidents, music or party disturbance calls, and non-gang related vandalism (non-graffiti).

- From 2017-2018 to 2018-2019 the total number of Public Safety emergency calls (includes 9-1-1, 7 digit emergency, alarm line, and California Highway Patrol transfers) received are tracking approximately 1.6% higher.

- Increased surface street congestion will continue to impact travel times for the Fire Department. The Department’s travel time objective is four minutes for 80% of emergencies; 2018-2019 estimated performance is at 45%.

- The Bay Area’s Urban Area Security Initiative (UASI), funded by the Department of Homeland Security, is expected to continue through 2019-2020 and will provide funding for staff to continue development of emergency plans, protocols, and exercises, and provide for the ongoing readiness of the City’s primary, alternate, and mobile EOCs.

- The Police service delivery model in this budget will remain steady at 1,151 authorized sworn positions deployed in four Bureaus and the Chief’s Office, supported by approximately 561 civilians. As part of this document, the addition of 19.5 civilian staff is included, including the right sizing of the School Crossing Guard PT with 9.5 FTEs, 5.0 staff for new public records laws, 1.0 Analyst for recruitment, 1.0 Interoperability Manager, 1.0 Accounting Technician for False Alarm program changes, 1.0 Program Manager for Measure T Bond projects, and 1.0 Division Manager for the Data Crime Center.



- The Police Department continues to increase recruiting efforts and has been successful in attracting high caliber candidates. The high standards set for recruits and minimum qualifications have not been reduced. Since 2012, the Department has hired 687 Police Recruits with 459 currently still employed as of September 2019. In 2014-2015 a third annual academy was added to accelerate the recruitment and hiring process. Though the Police Sworn Hire Ahead program approved for the next two years is expected to maximize the number of street-ready staff, based on current projected attrition levels, hiring, and academy/departamental training capacity, it is anticipated the Department will remain at or below the authorized street-ready staffing levels through 2019-2020.

### ***Service Delivery Environment***

- The Police and Fire Departments proceeded with direction included in the Mayor's March Budget Message for Fiscal Year 2015-2016 to purchase and implement a Business Intelligence Enterprise Solution to increase efficiency and accuracy in response time data reporting. Public Safety staff will develop a roll-out plan for end-users in 2019.
- The Silicon Valley Regional Interoperability Authority (SVRIA) is a Joint Powers Authority comprised of Santa Clara County agencies, including the City of San José, tasked with coordinating, managing, and planning regional public safety interoperable communications solutions. Projects will replace the legacy public safety radio systems operated by agency members throughout Santa Clara County with an interoperable, regional, two-way, digital radio system that will operate on the 700/800 MHz band. San José is expected to go live with the new system in late 2019.

### ***CSA Priorities/Key Services***

- Continue to maintain the safety of residents throughout the City by keeping crime rates down, reducing and investigating crimes, continuing to attract businesses, and maintaining a vibrant, safe community for the residents.
- Continue to provide quality Police response to Priority One and Priority Two calls for service and visible patrol throughout the City.
- Maximize the capacity of annual Police Recruit Academies through enhanced recruiting and backgrounding resources to fill all authorized sworn positions.
- Continue efforts to deter gang activity.
- Continue to provide effective and timely response for major incidents.
- Continue to provide civilian oversight of the Police misconduct complaint process to ensure its fairness, thoroughness, and objectivity.
- Continue providing high-quality fire suppression, rescue, emergency medical, and other related public assistance services.
- Continue dialogue with the County of Santa Clara on delivery of Emergency Medical Service (EMS).
- Continue to provide effective and timely responses for all emergencies.
- Provide a common framework to protect the City from all hazards based on national standards for emergency management, homeland security, continuity, and critical infrastructure protection programs.
- Sustain and restore the City's critical and essential services through continuity of government and operations programs. Manage all-hazards response and recovery efforts through a multi-agency coordination system that includes the City's EOC.
- Continue to advance response time improvement initiatives including leveraging technology, data analytics, and regional cooperation.
- Continue current effort to provide first responders and fire prevention inspectors with mobile data access and reporting.
- Initiate steps towards implementation of closest unit dispatch capability and function for Fire.
- Advance strategies toward improved regional interagency cooperation.
- Ensure fire safety inspections and development services keep pace with increasing service demands to support the safety as well as economic development of San José.



*City Service Area*  
**Public Safety**  
**OVERVIEW**

***Budget Dollars at Work: Performance Goals***

The Public Safety CSA encompasses City services focusing on crime, fire, emergency medical, hazardous, and disaster-related needs of the San José community. The CSA partners continuously evaluate public safety data to assess operational changes necessary to resolve crime, medical, or fire-related situations successfully. Despite the challenges of limited staff and increased demand for service, the CSA is engaged in an ongoing effort to organize and analyze data in the development of resource deployment strategies.

**OUTCOME 1: THE PUBLIC FEELS SAFE ANYWHERE, ANYTIME IN SAN JOSÉ**

<b>Strategic Goals</b>	<b>CSA Performance Measures</b>	<b>2017-2018 Actual</b>	<b>2018-2019 Target</b>	<b>2018-2019 Estimate</b>	<b>2019-2020 Target</b>	<b>5-Year Goal</b>
Achieve safe neighborhoods throughout the City	1. % change in incidents of selected crime types (change in # of incidents)					
	- Gang Related Incidents <sup>1</sup>	N/A	0% change	-3.0%	0% change	0% change
	- Domestic Violence	6.2%	0% change	-0.2%	0% change	0% change
	- Residential Burglaries	-12.4%	0% change	7.4%	0% change	0% change
	- Strong-Arm Robbery	30.5%	0% change	20.1%	0% change	0% change
	- Sexual Assault	1.1%	0% change	35.1%	0% change	0% change
	- Traffic Accidents	-0.9%	0% change	4.3%	0% change	0% change
	- Fire Arson	0%	0% change	17%	0% change	0% change
	2. % of residents surveyed who perceive themselves to be "Safe" or "Very Safe" walking during the day/night					
	- in their neighborhood	92% / 66%	90% / 70%	76% / 50%	90% / 70%	90% / 70%
- in the City park closest to residence	83% / 43%	85% / 45%	68% / 34%	85% / 45%	85% / 50%	
- in the Downtown area	69% / 30%	85% / 45%	51% / 27%	85% / 45%	75% / 45%	

<sup>1</sup> Prior to January 2017, the Police Department tracked only gang motivated crimes. Beginning in January 2017, this number included both gang motivated and gang related incidents. Current numbers are not comparable to the prior year due to the different methodology.

***Budget Dollars at Work: Performance Goals***

**OUTCOME 1: THE PUBLIC FEELS SAFE ANYWHERE, ANYTIME IN SAN JOSÉ**

<b>Strategic Goals</b>	<b>CSA Performance Measures</b>	<b>2017-2018 Actual</b>	<b>2018-2019 Target</b>	<b>2018-2019 Estimate</b>	<b>2019-2020 Target</b>	<b>5-Year Goal</b>
Maintain/Reduce response times	1. % of time the initial responding Fire unit arrives within eight minutes after 9-1-1 call is received (Priority One)	71%	80%	71%	80%	80%
	2. % of time first dispatched Police unit arrives within six minutes to Priority One calls (life threatening) (dispatch to arrival)	44%	70%	45%	70%	70%
	3. % of time the initial responding Fire unit arrives within thirteen minutes to Priority Two calls (no lights & siren)	91%	80%	91%	80%	80%
	4. % of time first dispatched Police unit arrives within eleven minutes to Priority Two calls (crime in progress or just occurred) (dispatch to arrival)	43%	70%	46%	70%	70%
Increase investigative & inspection efforts (Police Investigations)	1. Clearance Rates of Part 1 crimes (# cleared/ total cases)					
	- Homicide	68.8% (22/32)	N/A <sup>1</sup>	69.2% (18/26)	N/A <sup>1</sup>	N/A <sup>1</sup>
	- Rape	12.5% (66/529)	N/A <sup>1</sup>	6.7% (48/716)	N/A <sup>1</sup>	N/A <sup>1</sup>
	- Robbery	29.0% (453/1560)	N/A <sup>1</sup>	31.1% (500/1,610)	N/A <sup>1</sup>	N/A <sup>1</sup>
	- Aggravated Assault	37.5% (836/2228)	N/A <sup>1</sup>	40.1% (954/2,382)	N/A <sup>1</sup>	N/A <sup>1</sup>
	- Burglary	5.6% (236/4206)	N/A <sup>1</sup>	5.7% (262/4,572)	N/A <sup>1</sup>	N/A <sup>1</sup>
	- Larceny	7.5% (1,006/13,334)	N/A <sup>1</sup>	7.2% (1,012/14,084)	N/A <sup>1</sup>	N/A <sup>1</sup>
	- Vehicle Theft	5.8% (480/8,273)	N/A <sup>1</sup>	5.5% (374/6,814)	N/A <sup>1</sup>	N/A <sup>1</sup>
	- Overall	10.3% (3,099/30,162)	N/A <sup>1</sup>	10.5% (3,168/30,204)	N/A <sup>1</sup>	N/A <sup>1</sup>

<sup>1</sup> The Police Department's goal is to improve clearance rates. Leveraging a new records management system, work is underway to review clearance rate methodology and targeting. Targets for Part 1 crimes are anticipated for inclusion in the 2020-2021 Proposed Operating Budget.

*City Service Area*  
**Public Safety**  
**OVERVIEW**

Residents are a critical link to community disaster preparedness in areas where first response may be several minutes away, requiring some self-reliance at the neighborhood level. The goal of crime, fire, and life safety education is to provide awareness and informational services to the community through multiple programs, including Police oversight, Police Volunteer Program, Neighborhood Watch, and Citizen Emergency Response Team (CERT) program.

**OUTCOME 2: RESIDENTS SHARE THE RESPONSIBILITY FOR PUBLIC SAFETY**

Strategic Goals	CSA Performance Measures	2017-2018 Actual	2018-2019 Target	2018-2019 Estimate	2019-2020 Target	5-Year Goal
Increase public education & awareness through a variety of community services and education programs	1. % of San José households with demonstrated emergency preparedness action plan					
	-Have three gallons of bottled water per person per household	N/A <sup>1</sup>	65%	N/A <sup>1</sup>	65%	65%
	-Have three day supply of medicine	N/A <sup>1</sup>	75%	N/A <sup>1</sup>	75%	75%
	-Have designated an outside of area contact person	N/A <sup>1</sup>	70%	N/A <sup>1</sup>	70%	70%
Empower residents to respond appropriately to emergencies and disasters	1. # of residents receiving Office of Emergency Management Training annually	225	250	1,806	2,000	1,250
Explore and secure alternate funding to supplement public safety responsiveness and resources	1. % of grants awarded					
	- Fire Department	100%	100%	83%	100%	100%
	- Office of Emergency Management	31%	100%	70%	75%	100%
	- Police Department	84%	100%	85%	100%	100%
	2. Dollar value of grants awarded					
	- Fire Department	\$3.9 million	\$100,000	\$224,081	\$3.0 million	\$500,000
	- Office of Emergency Management	\$427,105	\$1.0 million	\$1.1 million	\$350,000	\$2.5 million
- Police Department	\$4.4 million	\$5.2 million	\$5.8 million	\$4.8 million	\$5.7 million	

<sup>1</sup> Data for this measure is not available since the question to collect the data was removed from the biennial City-Wide Community Survey. Survey questions were removed in an effort to streamline the survey to improve effectiveness and participation. A reevaluation of the entire set of survey questions will be conducted, and any corresponding performance measure changes will be reported in a future budget document.



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**Public Safety**  
**ADOPTED BUDGET CHANGES**

<b>Adopted Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>FIRE DEPARTMENT</b>			
• Fire Protection Systems Compliance Staffing	1.90	357,716	357,716
• Measure T Staffing	2.00	312,246	0
• Emergency Medical Services Technology Staff	1.00	176,375	176,375
• Capital Budget Staffing	1.00	171,508	0
• Response Time Data Analysis	1.00	170,312	170,312
• Type 1 Engines for Relief Fleet		137,886	137,886
• Bureau of Fire Prevention Administrative Support Position Allocations	0.11	116,031	162,251
• Emergency Medical Services Equipment		100,000	100,000
• Fire Communications Staffing Study		70,000	70,000
• LUCAS Chest Compression Systems		40,000	40,000
• Communications Installation Staffing		39,000	39,000
• Local Sales Tax Expenditure Allocation	0.00	0	0
• Fire Facilities Reorganization	1.00	(107,755)	(107,755)
• Fire Communications Reorganization	1.00	(88,964)	(88,964)
• Public Information Office Reorganization	1.00	(30,850)	(30,850)
• Rebudget: Fire Fighter Recruit Academy		367,000	367,000
• Rebudget: Emergency Medical Services Service Delivery Model Analytical Support		150,000	150,000
• Rebudget: State Homeland Security Grant Program - Urban Search and Rescue Personal Water Crafts		74,400	74,400
• Rebudget: Federal Emergency Management Agency Grant - Smoke Alarms		21,541	21,541
• Rebudget: State Homeland Security Grant Program - Flood Management Water Rescue Training		11,400	11,400
<i>Subtotal</i>	10.01	2,087,846	1,650,312
<b>OFFICE OF EMERGENCY MANAGEMENT</b>			
• Urban Area Security Initiative Grant Funded Positions	4.00	626,179	626,179
• Emergency Management Contractual Support		550,000	550,000
• Community Emergency Response Training (CERT)	1.00	418,228	324,114
• Emergency Management Training and Exercise		400,000	400,000
• Local Sales Tax Expenditure Allocation		0	0
• Rebudget: Office of Emergency Management		190,000	190,000
<i>Subtotal</i>	5.00	2,184,407	2,090,293
<b>OFFICE OF THE INDEPENDENT POLICE AUDITOR</b>			
• Rebudget: WiFi Maintenance and Printing		16,000	16,000
<i>Subtotal</i>	0.00	16,000	16,000
<b>POLICE DEPARTMENT</b>			
• Sworn Hire Ahead Program		7,000,000	7,000,000
• Police Recruitment and Background Services		825,000	825,000
• Proactive Community Policing/Foot Patrol in High Need Neighborhoods		750,000	750,000
• Public Records Requests Staffing	5.00	657,511	657,511
• Downtown Foot Patrol Program		600,000	600,000
• School Safety and Education Program	9.50	437,069	437,069

*City Service Area*

**Public Safety**

**ADOPTED BUDGET CHANGES**

<b>Adopted Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>POLICE DEPARTMENT</b>			
• Data Crime Center Staffing	1.00	190,796	190,796
• 2018 Measure T Bond Projects Manager	1.00	174,225	0
• Northern California Regional Intelligence Center Grant Staffing		167,000	167,000
• Stream Stewardship Law Enforcement Program		150,000	150,000
• False Alarm Collections	1.00	124,861	124,861
• Interoperability Manager	1.00	87,110	0
• 9-1-1/3-1-1 Call Center		85,000	85,000
• Communications Installation Staffing		80,000	80,000
• Parent Police Program		66,000	66,000
• Use of Force Incidents Data		60,000	60,000
• Sexual Assaults Survivor Assistance		60,000	60,000
• Mobile Electronic Radar Speed Signs		20,000	20,000
• FBI Safe Streets Task Force		4,585	4,585
• FBI SF Joint Terrorism Task Force		4,585	4,585
• Recruitment Staffing	1.00	0	0
• Local Sales Tax Expenditure Allocation	0.00	0	0
• Rebudget: Vehicle Replacement		1,200,000	1,200,000
• Rebudget: Bodyworn Camera Contingency		230,861	230,861
• Rebudget: Intergraph Maintenance Upgrade		225,000	225,000
• Rebudget: Permitting Software		75,000	75,000
<i>Subtotal</i>	19.50	13,274,603	13,013,268
<i>Subtotal Departments</i>	<b>34.51</b>	<b>17,562,856</b>	<b>16,769,873</b>
<b>CITY-WIDE EXPENSES</b>			
• FirstNet Emergency Communications Network		1,810,000	1,810,000
• OVW Improving Criminal Justice Response Program		797,833	797,833
• Justice and Mental Health Collaboration Program		750,000	750,000
• Office of Emergency Management - Urban Areas Security Initiative Grant		465,122	465,122
• Internet Crimes Against Children Task Force Invited Awards		356,727	356,727
• 2016 County Victim Services Program		272,562	272,562
• Internet Crimes Against Children Task Force - Forensic Analyst Capacity Hiring Program		190,583	190,583
• NCS-X Implementation Program		168,156	168,156
• Selective Traffic Enforcement Program 2018-2019		168,155	168,155
• State Homeland Security Grant Program		158,032	158,032
• Fire Department - Urban Areas Security Initiative Grant		149,197	149,197
• City Law Enforcement Grant 2016-2017		144,596	144,596
• San José End of Watch Police Memorial		86,960	86,960
• Internet Crimes Against Children Federal Grant 2016-2018		26,984	26,984
• Community Video Cameras		21,000	21,000
• Local Sales Tax Expenditure Allocation		0	0
• Miscellaneous Rebudgets		2,250,502	2,250,502

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**Public Safety**  
**ADOPTED BUDGET CHANGES**

<b>Adopted Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>GENERAL FUND CAPITAL, TRANSFERS AND RESERVES</b>			
• Capital Contributions: Fire Station 14 Improvements		50,000	50,000
• Capital Contributions: Rebudgets		2,500,000	2,500,000
• Earmarked Reserves: 2020-2021 Police Sworn Hire Ahead Program		7,200,000	7,200,000
• Earmarked Reserves: Sexual Assaults Law Enforcement Training and Supportive Services Reserve		690,000	690,000
• Earmarked Reserves: Rebudgets		500,000	500,000
<i>Subtotal Other Changes</i>	<b>0.00</b>	<b>18,756,409</b>	<b>18,756,409</b>
<b>Total Adopted Budget Changes</b>	<b>34.51</b>	<b>36,319,265</b>	<b>35,526,282</b>