

Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Christopher M. Moore
Chief of Police

SUBJECT: POLICE DIVISION
REORGANIZATION

DATE: May 24, 2012

Approved

Date

5/24/12

This memorandum is provided to inform the City Council of the operational changes taking place in the Police Department patrol function effective September 2012.

BACKGROUND

The Police Department has implemented significant operational and organizational changes in the past two years in order to respond to recent staff reductions. With these changes the Department continues to review services to ensure limited patrol resources are deployed in the most effective and efficient manner possible. Most recently, the Department focused on patrol resources and the changes to the structure that were implemented due to the 2011-2012 Adopted Budget changes.

Patrol resources are deployed by beat, district and division boundaries. The last time a review of these boundaries (redistricting) was completed dates back to 1999. Prior to the 1999 redistricting project, the City was divided into 3 divisions; Central, Foothill and Western with 12 police districts. District D (Airport) was supervised by a police captain and was not included as part of the other three divisions. The 1999 redistricting project resulted in the creation of the Southern Division and divided patrol into four divisions with 16 police districts, plus the Airport (see attached map title "Current San Jose Police Patrol Divisions"). This allowed for smaller sized beats, decreased response times, smaller span of control, service efficiency, and a more evenly distributed calls-for-service balance.

Prior to 2011-2012, the Bureau of Field Operations had 24 lieutenants assigned to patrol¹. The Department operates on a 24/7 basis, and this staffing level allowed for one lieutenant in each division per shift, every day. During the 2011-2012 budget process, nine patrol lieutenant positions were eliminated leaving 15 lieutenants in patrol. This action reduced management oversight in the field, because patrol lieutenants are responsible for the command and control of major field investigations and critical incidents. With the reduced number of lieutenants, field patrol may only have one lieutenant on duty city-wide at certain times of the week. If there are

¹ Patrol resources are deployed in 3 shifts, on 2 sides of the week in order to cover the City 24/7. $3 \times 2 = 6$ shifts \times 4 Divisions = 24 lieutenants for appropriate coverage.

multiple major events, the Department may not have the appropriate command oversight at additional major/critical incidents.

ANALYSIS

The Department has undergone a review of the beat structure to determine how a realignment of the boundaries could offset the recent reductions in patrol management staff and deploy resources more efficiently.

In order to return to the optimum deployment model of one lieutenant per division per shift, the Department will reduce the City back to three divisions see attached map titled "Redivisioning Plan September 2012"). By placing 18 lieutenants in the patrol function, the command structure would be appropriately staffed and have proper oversight in the field on all shifts, each day. On a daily basis the patrol lieutenants provide oversight and management for sergeants and are responsible for the command and control of major field investigations, critical incidents and interactions with other law enforcement agencies. They conduct a variety of tasks, providing leadership to the patrol structure and are a field resource for sergeants and officers, answering questions and advising staff on complex or difficult situations. In addition, lieutenants participate in community policing efforts working directly with community members and organizations.

To increase patrol staffing from the current level of 15 to 18 lieutenants, three positions will be transferred: the Pre-Processing Center (PPC) lieutenant, the Bureau of Field Operations (BFO) Administrative lieutenant, and a Bureau of Investigations lieutenant after a restructure of various regional task forces. The PPC lieutenant function will be a collateral assignment for the Western Division lieutenant and the BFO Administrative lieutenant functions will be absorbed by the captain position.

In redivisioning the patrol districts, consideration was given primarily to balance calls for service in each area. Additionally, the Department considered keeping neighborhoods that had multiple districts under the same division, maintaining the radio channel integrity, balancing workload for Communications as well as division lieutenants and captains, future growth in north San Jose, and maximizing the use of the substation in anticipation of opening in September 2013.

Beginning in September of 2012, patrol resources will be deployed into three divisions, Foothill, Southern, and Western. The districts will change as follows:

- Districts David (Airport), Victor, Edward and King, which are currently part of Central Division will move to Western Division
- District Robert, which is currently part of Central Division will move to Foothill Division
- Districts Sam and Lincoln, which are currently part of Western Division will move to Southern Division

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As the City's budget situation improves and consideration is given towards restoring positions in the Police Department, the Department will reevaluate the patrol structure given the current deployment model, calls for service and workload to determine if returning to four Districts is appropriate.

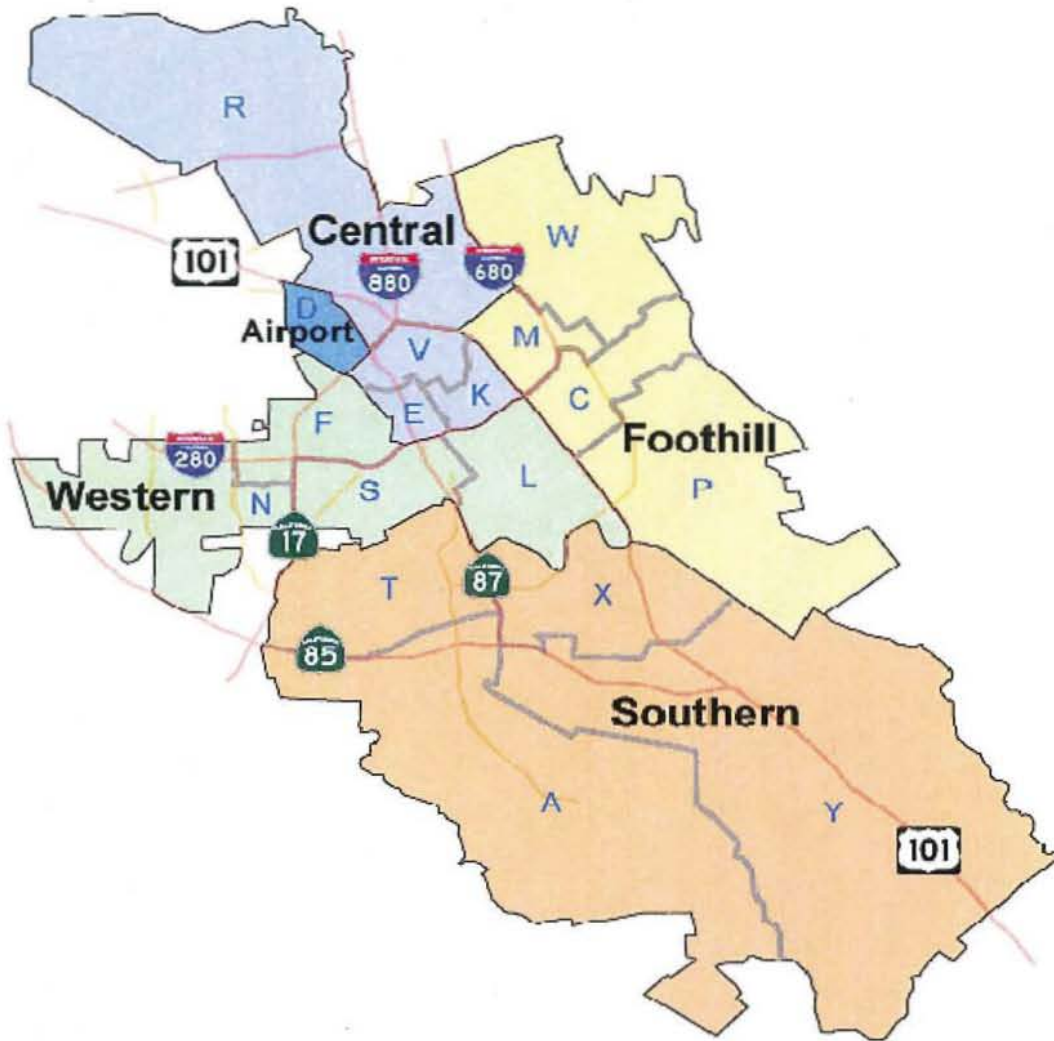
/s/
Christopher M. Moore
Chief of Police

CMM/LP

Attachment: Current Division Map
Redivisioning Map

Current San Jose Police Patrol Divisions

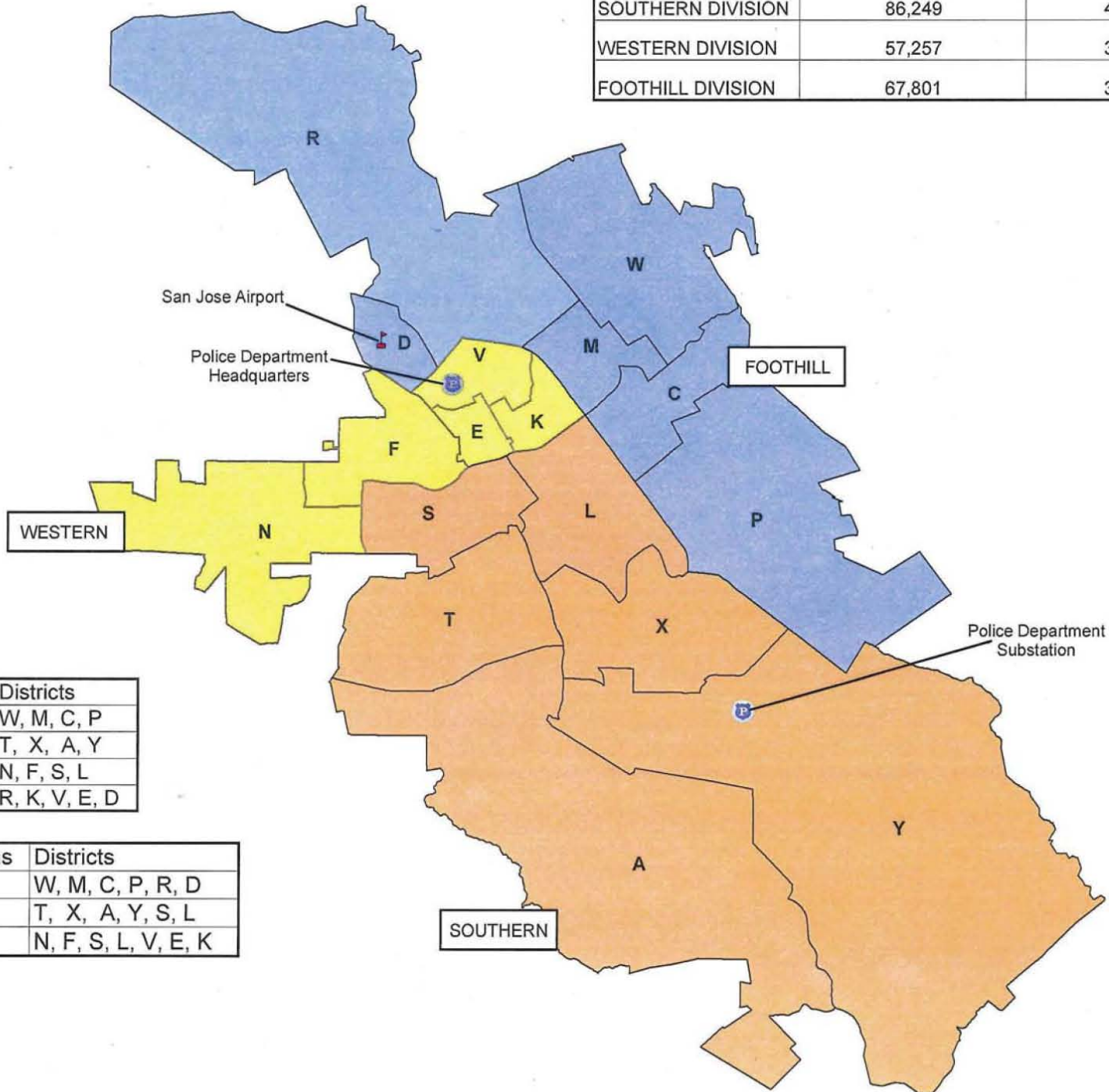
Central Division = R, V, E, K, D
Foothill Division = W, M, C, P
Western Division = F, N, S, L
Southern Division = T, X, A, Y





REDIVISIONING PLAN SEPTEMBER 2012

DIVISION	Calls for Service (Pri 1-4)	Self Initiated (Pri 5 & 6)	Grand Total
SOUTHERN DIVISION	86,249	43,049	129,298
WESTERN DIVISION	57,257	38,574	95,831
FOOTHILL DIVISION	67,801	38,734	106,535



Existing Divisions	Districts
FOOTHILL	W, M, C, P
SOUTHERN	T, X, A, Y
WESTERN	N, F, S, L
CENTRAL	R, K, V, E, D

Sept 2012 Divisions	Districts
FOOTHILL	W, M, C, P, R, D
SOUTHERN	T, X, A, Y, S, L
WESTERN	N, F, S, L, V, E, K