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>>> Good evening, welcome everybody. This is a continuation of a council meeting we had earlier today. This is a special study session as an update on the police response to recent crimes and gang activity so you'll hear from the Police Department, other parts of the city the administration. We'll take some public testimony and then we'll have a council discussion. Tonight is not a night for making decisions. It's a night for discussion and hearing from the community. It's also an opportunity for the community to hear what the work that the place department has done over the last month. You may recall that we had a spike in homicides in August. We held a press conference where the chief described all the things the department was going to do to protect our people. Tonight is a chance to report on that. You'll realize that the men and women of the department have stepped up as they have many times in the past when we've had these kinds of spikes or crises. I want to, up front, thank the men and women of the Police Department for the work that they do, protecting our people and I think you'll hear much of that tonight. And so with that said, I'll turn it over to the city manager who will introduce the session.

>> Thank you Mr. Members of the council. Before I turn it over to staff, I did want to make some introductory comments. As we all know, tonight we're discussing a critically important issue for our community, for the council and for the city organization. Although the alarming spike in violent crime last month prompted tonight's study session, it really touches on a deeper matter of concern that's been growing over time. And that is, how do we protect the safety of our residence and neighborhoods in the face of inadequate resources. Even with one of the best trained Police Departments in the nation we're stretched terribly thin. Yet, we continue to ask our officers to do more. The staff presentation tonight recaps our short-term plans and actions and although they've been very effective they are not sustainable for the long term. In order to have a sustainable long-term plan, we unfortunately, have to continue to confront the impact of ten years of budget shortfalls, the steadily growing costs of retirement and an economic structure that just doesn't generate sufficient revenue to keep up. Even with reduced expenses and we all know, we've worked really hard at reducing expenses. The issues of public safety that we're discussing tonight then must be considered in that context. What I'm hoping to achieve tonight, therefore, is a thoughtful discussion of our challenges and opportunities with the full awareness that there are no simple solutions. I also hope that we all leave with a greater understanding of the public safety service delivery system and all its interconnected

parts. This is important so that we can appreciate the tradeoffs that occur when we are faced with how best to apply the resources. In order to improve our situation, it will take patience, including the council's, the staff's and the community's. Yet, it is tough to be patient when we have a real sense of urgency, so I do believe that it will take both patience and a sense of urgency to rethe complex issues for the long term. And finally, this will be hard work. We all will have much heavy lifting to do. This will be needed in the coming months of transition and the leadership in our Police Department. And in the continuing difficult decisions we know that we'll have to make given the likelihood that future budgets won't provide the capacity that we all would like. I am confident, however, that if we work together in common purpose, with the goal of serving our community, that we'll vastly improve our chances of success. So with that, mayor, I'd like to turn it over to chief Moore who will get us started with the help of angel Rios.

>> One of the days this will work. Good evening. Members of City Council, and Chris Moore, I'm chief of police and I'm honored to be at the podium with our acting a stand director of parks rec neighborhood services, angel Rios. Our plan this evening to start talking about the events of August. What has been referred to as the crime spike in August, some of the crime that occurred, how we addressed them. A lot of this material will be oh Okaying, we had a press conference in mid August to address this and what we were going to do and all the things that we said we would do is exactly what we did. We're very good in the Police Department and the prevention of the mayor's gang task force, put resources where they need to be to solve these crimes in the month of August we had nine homicide. Really unheard of number as far as homicide and in particular month. Four of those nine, in August, were gang-related. In 201 to date, we've had 3313 of those are gang related. In 2011, to date, we had 31 with 15 being gang related. So our percentage of overall homicide year to date, that are gang related is less than it was last year, nonetheless, we still have a significant number. We have two more than we did year to date. Question came up as to the a number of those 33 cases of homicide that we've had in San José, in 2012, 19 of those cases have been solved. I'm proud to say our homicide investigators are some of the best in the business and I anticipate by the end of the year we'll if not sooner, we'll have a much higher percentage of those cases solved than the 19 that are currently there. I will make note as we have at press conference and the mayors gang prevention task force we're seeing an overall reduction in the number of gang-related incidents. But what

we're seeing is of those incidents that are occurring they are much more violent. We're seeing guns used where we may have seen knives or fists used in the past. When you have guns involved you're more likely to see fatalities. Even though not had a homicide since August 23rd, which is something that we're very grateful for and I think is a tribute to the good work of the Police Department as well as members of the mayors gang prevention tasks force and PRNS, we've had a number of shootings and stabbings that could easily have been address to we don't take it for granted. Officers are out on the street every night as they are tonight, trying to identify gang members. Those violating their parole or probation. If they have warrants they're arrested and taken off the street. Our goal is to prevent retaliation in many of these cases. If you have one homicide and maybe you get two or three more with retaliation. That's where I bring in angel Rios because his staff and the staff that works out of the San José best program do a great job in keeping that retaliation to a minimum. I have asked him to cover a little bit about the gang intervention sand suppression efforts. The gang task force its, our crisis prevention protocol and our use intervention workers that have been extremely suck is saysful in helping us quell the violence in the month of August.

>> We thought it would be helpful for the council and for the public if we just gave you a general overview of the mayor's gang prevention task force specifically, our community crisis response protocol. We activate this protocol immediately after a gang-related homicide or a serious act of violence. It's automatic. One of those two things happen we activate this protocol. Our -- we have three primary goals of this crisis response protocol. The first is to minimize retaliation between gangs. The second is to identify and deploy the necessary intervention and support service into the impact neighborhood and then thirdly, to restore a sense of safety back to the neighborhoods. So if I can walk you through this protocol quickly, an incident takes place and the first responder, of course, is San José PD, that's a 911 call. There's a response and they take incident command and control of the situation. That's followed by if it's gang related, as I mentioned, a notification protocol. Key individuals are notified starting with the mayor, our city manager's office. Impacted council member's office. Key leaders of the mayor's gang prevention task force and key school officials in the impacted area and key community leaders. All with the aim of providing accurate information in a very timely manner. Real-time manner. We deploy street outreach workers immediately as well. We do this with the goal in mind of having our street outreach workers -- we have them conduct a climate assessment of

what's happening out there. Who are the players? What's happening based on the incident that took place? Are there any specific gangs that we need to reach out to specifically? What do we need to do? They do kinds of an assessment of the climate out in the community, in the neighborhoods immediately, usually hours within an incident. Also within the first 72 hours, we do what's called a "comprehensive incident review." The comprehensive incident review is comprised of representatives from the San José PD, mayor's gang prevention task force, local schools, faith-based communities and different members of the community, all come together to basically, review the incident. Review what took place. Obviously, you know, we're not discussing every single detail of the crime, especially if it hadn't been closed. But we're addressing all of the key issues, trying to identify immediate next steps. An intentional work plan is developed and executed and we start first and foremost with the resources we have within the mayors prevention gang task force and then we deploy those as I mentioned, immediately. In some situations, there is a need for a community meeting. It all depends on sometimes there's a lot of questions coming out of the community, community leaders feel there's a sense of needing some more closure or more information. In those those situations we'll conduct a community meeting. Usually that's done within 14 days of the incident. And in some situations we'll develop a 30, 60, 90-day work plan alongside the community. It all depends on the actual situation. In regards to the recent incidents. Some of the immediate actions we've taken starting with increased PD patrol and increased presence. We know that's a huge deterrent. Secondly, coordinating with the department of probation, coordinated probation checks in very specific areas. Thirdly, with -- we deployed the street outreach teams to reach out to specific gang sets. Gang sets that we knew have been affiliated or were affiliated with one or more of the incidents and we use this to establish relationships that we have to de-escalate tension in the streets. In some instances we have to take some folks out of San José and provide some cooling-off opportunities. That is facilitated and a lot of that is very relational. . We know it's important to keep relational. We know to keep the people off the streets so we act late-night gyms and we locate them strategically throughout the city and we specifically target individuals that we know we need to get off the street and into a facilitated and supervised environment. The other aspect of the work that we do is reach out of the victim's families. There's a lot of pain and grief that takes place when you lose a loved one so we reach out to the victims families and we've reached out in every incident here. We connect them to services, whether it's the witness protection service program, counseling or even faith-

community referrals depending on their own desires and interests. So that's a quick snapshot of the community crisis response protocol. So much more happens but we felt it was important to give you a general overview of what happens immediately after a gang-related incident.

>> At this point, what the Police Department would like to do is walk you through our main presentation for the evening, but note that a lot of the information and a lot of data has already been provided in the staff memo that's available and if you have questions at the end we prefer to have them at the end of the presentation in order to keep this flowing. Earlier this year I sat down with a commitment to identify departmental goals knowing that we were operating an unprecedented organizational challenges, the times that we face now. Something we've never seen before. We identified four main goals through this particular strategic plan process. Number one, was to reduce crime and to ease the fear of crime. If I may for a moment talk a little bit about what Yang we experience here more in San José than any other cities do and that's the fear of crime. It is very real. It's just because we don't have crime numbers that match other cities that are here in the bay area. We still have a community that is in fear. And that's a real problem for the Police Department and a real problem we have to address. And that's done through a number of strategies and crime prevention specialists, education and the like. But we want to make sure we acknowledge that up front just because we may not have certain high crime numbers there's a fear of crime that must be address. Second is that we must invest in our people through training education, recognition and retention. The third is that we must be transparent. And sometimes it can be difficult to make sure we get information out to the public in this era of the internet and social media, there's information that's flowing out there this many times is incorrect so it's our responsibility to get what's correct information and get it out to the public so if it's -- that it's relevant, and timely and they can act on it accordingly as can we. Last thing I'd like -- we noted that the innovation through technology to identify and focus on problems that we have to solve. We're a problem-solving Police Department unlike many others. We're very good at identifying an issue, taking the resources and addressing it. The miles an hour gang prevention task force is a perfect example of that. While we could not have foreseen the number of staff leaving our organization since last July we've responded with a plan and have adjusted our organizational structure and we continue to be flexible and manage resources and operations in response to specific crime issues and corresponding staffing needs.

An example again is where we went to all gangs all the time to address a very specific crime problem in a very specific area over a specific period of time. But as the city manager has mentioned, many of these strategies that implemented cannot be sustained over the long term. Many staffing resources are of overtime and we won't be able to do this that over a long period of time in in an effort to sort of connect the dots for council, we're going to go ahead and show you some crime stats and provide context to it by taking literally, a call, a call for service, a burglary, or a violent crime and walk it through each bureau. How it touches the bureau of technical services. How it's the bureau of field operations. How it then touches the bureau of investigations and then lastly, the bureau of administration. I'd like to call your attention to the slides that are up on the screen now and that's the five-UCR crime report data reported to the FBI. As you'll notice, we're at a different stage. We're currently at 3 and here we are -- 33 on September 18. This is 18 at halfway through the year. If you extrapolate out at the end of the year you may have 36 so we don't know the numbers for homicide. I hate to speculate but if you look at the bar chart it's likely we may end up somewhere in the neighborhood we were at last year, 39 and a. With robberies, you see the numbers. If you extrapolate from 6-14 and double it which is not what I think will happen, you find yourself at 1228 which is higher than what we have seen in the last five years. Ing a aggravated assaults. A continued decline. Fine you double up the numbers from 2012, you would find yourself at 1900 which puts us up in the area of 2010. Rapes, again, similar story. If you double it you find yourself in the 260 range which brings us back to the era of 2009 and 2010. Vehicle theft, again, we're finding an increase in vehicle thefts and if you extrapolate it over time you'll find it in the 6800 range which is well above what we saw back through 2007. And then burglaries which I know is a great interest to many in the audience as well as those of you on the council, 2421 in the first six months. A very large number. But even if we were to take it all the way out and double that, we're in the 4800 range which puts us, again, above a five-year high. I'll put it into context because if you look back 20 years in San José, and beyond when I first start as an officer, those burglary rateses were much, much higher and people have asked me. What is it that -- how did we get to slow and why are we going back up? I wish I had definitive answers but for burglaries back then we didn't have a lot of the technology that we have today. We didn't have some of the cameras and things that help us detect burglaries, the locks, the education effort, all of those things with task enforcement helped to bring down the burglary rates. Larceny, more than a five-year high. Here's where I think folks in San José need to know.

That the part of violent crimes, which are the serious violent crimes toward persons, we have a history going back ten years. And if you look at that red line at the top, that shows for all of California, that's the average for California, part one crimes. Violent crimes. And you have a much higher rate than what we have in San José. The pattern itself if you look to the right is very similar nationwide. It follows the pattern that other cities around the country have but at a much lower level. We have always been proud of the fact that we're one of safest large city in America and we still are today. We're not the safest but we still are statistically a very safe city and that's noteworthy. In 2011, if you look at where our violent crimes were 50,000 compared to 100,000 in other places, very small in comparison. That does not at all mean to say here in San José that everybody is safe everywhere at all times. And that is our goal. As a Police Department, to make people feel safe wherever they are in the city and whatever time of day and that's not happening and that's what we need to address. The next slide I have here is a graphic that I think will help us sort of walk through and connect the dots for council members and the members of the audience to see if you take a call and how every single call that comes into the Police Department, a call for service, is handled. How it's handed off to the next bureau on to the next bureau and as we start to shrink the organization and those clogs get smaller, what is it that falls off the plate? What are we not able to do or not do as well? And at this point what I'd like to do is turn the presentation over to deputy chief Dave HOGER from the bureau of technical services to walk through a particular crime scenario and give you some information from his bureau.

>> Thank you, chief. Good evening. I'm deputy chief Dave HOBBER and I run the bureau of technical services. I'm going to describe some of the issues facing the BTS comprised of communications, records, California identification unit and technology. In order to allow an easier understanding of some of the police processes, I'm going to describe two common scenarios and those scenarios will be continued when deputy chief ESCOVEL talks about the bureau of field operations and deputy chief KNO talks about the bureau of chief investigation. I'll start with two main points that are crucial to understanding. One is triage or prioritization and two, the available resources. When dealing with public safety issues we have to triage everything we do because we always have a finite amount of resources. With that in mind, I will begin describing the two scenarios and where they begin in the communication's division. The communication's division is comprised of police communication specialists who answer emergency and nonemergency calls



and start the triage process. Directing your attention to the map of the city, you will notice 17 police districts. A dispatcher handles one radio channel for two geographic districts of the 17 that cover the city. This means that there are usually at least eight dispatchers to cover the eight radio channels. For purposes of the two scenarios, I am describes, we're going to place both of them on radio channel 3 in district Mary. In the first scenario, the specialist answers the phone and is advised bethe caller that they have just gotten home from work on a Friday night and they have discovered that a back door to their home has been kicked in and jewelry, cash and a laptop computer has been taken. The specialists ensures from the caller that the suspect is not still in the area and gains a pertinent information from the caller. In determines if the suspect is still in the area, the comp specialist starts the triage process. And types a call what is termed a where the priority 3 call." This means a crime has occurred. The suspect is not in the area. And there are no injuries. There are four priorities that the specialist uses to triage calls with one being the highest priority and four being the lowest. The comp specialist types all the information into the commuter aided dispatch system and sends the information across if room to a public safety radio dispatcher. The comp specialist will update any additional information about this event as it comes in and will forward the information to the correct dispatcher. Each district has between four and seven beat officers and a sergeant assigned to it. Thus, the dispatcher's responsible for directing and tracking 8 to 14 officers and two sergeants. This responsibility increases as work shifts overlap and specialized unit enter the areas of the city that the dispatcher is responsible for. Dispatcher received the burglary event and reviews the resources that they have available to respond and dispatches an officer to the burglary report call. The dispatcher broadcasts the call to the officer on the police radio and the information is sent to the officer on the mobile computer. They note the resources are on other calls. And the dispatcher now does not have any resources in their two districts to dispatch on incoming calls. Second scenario, the specialist as described earlier completed the call with the person calling in the previous burglary and has since answered the phone for another caller. This caller is hysterical, stating her boyfriend just arrived at her back door after jumping some fences after he was chased down a nearby street by several subject who is shot him. Several other specialists are simultaneously receiving multiple calls from callers in the same area who are reporting a gang-fight in the street. People chasing others. Shots being fired. A car screeching its tires leaving the area and a person jumping fences in back yards. The comp specialists each gain as much information about possible and the specialist

dealing with the shooting victim creates an event and triages it as a priority one call which is defined as present or imminent danger to life, and creates a combined event for both police and fire dispatchers. Too they send the call to the previously described police dispatcher and they start the priority dispatch protocol means the computer aided dispatch will determine by the automated vehicle low Kay tore, what two units in service are the closest to the call. This protocol is only activated on priority one calls. The first closest is in district Paul. The next close is in district Edward because of all of the other officers in district Marion William are assigned to other calls. The dispatcher starts receiving additional events in the same general area as information from multiple other comp specialists are talking to other callers. The dispatcher and officers who their experience and understanding of the geographic area start to that all of the incidents are related. It should be noted that this scenario pointed out that the police officers in the two districts, the dispatcher was responsible for, were assigned to other events. Because a gang shooting is a top priority many police resources from throughout the city will be devoted to this call. Which means that all priority three and four calls will pend, and if no resources become available, priority two calls will also pend. I want to pause the two scenarios to talk about the issues currently being faced in the communication division. What we've done to address those issues and future planning. The communication's division is authorized 162.5 personnel. As of September 8, 2012, communications have 33 vacancies and a 20% deficit in staffing. Nine people have left for outside employment since January, 2012. To this date in 2011, two people have left for outside employment. The pay at many dispatch centers in the area is more than in San José. Several communication's staff on the process or outside employment other agencies. We also have staff that are current lip out on disabilities. In looking at this flag, you'll see the number of calls received have increased in the last several years and the call answering times have increased. The next slide shows that the response times for both priority one and priority-two calls have increased. As the resources in communications declines, two areas are affected. First, there are longer call-waiting times and there are not as many communication specialists to answer calls. Once all of the communication specialists are on calls, other callers are directed to an automated voice answering system that advises the caller that all lines are currently busy and to please hold and that their call will be answered as soon as possible. The second area affected is the number of police districts assigned to each dispatcher are increased. I described a dispatcher being responsible for two police districts. Previously, radio channels were simulcaped for five

hours a day from the hours of 2:00 a.m. to 7:00 a.m. Giving each radio dispatcher responsibility of four police districts. Simulcasting the channels reduces the number of dispatchers needed during the traditionally hours of the night. As of September 16th, 2012, the simulcast hours were increased from five hours to ten hours. During the hours of 1:30 a.m. to 11:30 a.m. The longer radio channels are simulcast, the more concern we have for officers not being able to have air time on the radio during an emergency situation. In the scenario I described of the gang shooting, if it occurred during a simulcast time, the dispatcher would have been responsible for tracking and coordinating double the personnel and in a much wider geographical area. In addition to simulcasting, we also using overtime to back fill vacancies. We have redeployed staff, assigned a training and quality analysis back to the control room. We've not filled some supervisory positions and we have reduced traditional staffing levels. We current lip have 42 people in backgrounds to be hypered as dispatchers in communication's specialists. We that based on a historical analysis we'll end up with seven to eight candidates for February, 2013 academy. 12 months to train a dispatcher. And we have to account for some attrition through the training process. We are planning on another academy in July of 2013. Directing your attention to the next slide, you'll see green circles that represent the bureau of technical services responsibilities. Blue circles that represent BFO responsibilities. And maroon circles that represent bureau of investigation responsibilities. I have described two scenarios. And the first green circle represents a call taking and dispatching of the calls. I need to briefly describe the two green circles that are toward the end of the process. Latent fingerprint identification and report processing. The California identification Oracle I.D. program has two primary responsibilities. One, identify suspects from latent prints taken at a crime scene. And go, ensuring that ten prints submitted of suspects being booked are usable. Central I.D. is authorized 21 staff members but has five unfilled positions which have equates to a 24% deficit in staffing. This leads to backlogs in trying to identification suspects from fingerprints. The last green circle represents report processing but is much more than just report processing. The unit that is represented is the operation support services division composed of record services, report processing, warrants, auto desk and the fingerprint unit. OSD authorized personnel but currently has 16.5 unfilled position, a 20% staffing deficit. This leads to backlogs of various duties. One backlog example is of accident report requests, it currently takes approximately three months to get back to the requester. Both of these units triage and prioritize and then assign work based on the resources

available. OSE and Cal I.D. have different issues in attaining staff but the biggest issue is the process of hiring staff after staff members decide to leave employment with the city. Once civilian staff positions are vacated those positions are automatically frozen. Managers must Qwest position freeze exceptions from the budget office. If the freeze exemption and human resources staffing has been reduced and they have limited personnel to assist with the recruiting testing and hiring of police staff. Once we gate through all of the processes, the candidates start the background phase. They face staffing issues in the backgrounds unit which impacts the time it takes to complete the backgrounds. It takes approximately six months a year to train the OSD staff. It takes approximately six years to train and certify a latent fingerprint examiner. Most of them come from inside our organization usually starting in OSSD because the salaries for San José latent fingerprint examiners are not competitive enough to attract outside certified LFEs in the interest of time I did not describe the impact of the low staffing on the personnel assigned to the BTS, however deputy chief ESCOBEL will talk about the impact to the officers and all the issues they describes apply equally to the staff of BTS. I'll now turn the presentation to deputy chief.

>> Thank you, chief. Good evening, Mr. Mayor, city managers and city attorney and council members and community. I'm the deputy of bureau field operations and as the chief mentioned the gang shooting and burglary scenarios, as stated, these types of crimes are triaged and prioritized in communications. When we receive a call it's prioritized with other calls for service pending for dispatch -- from dispatch, I should say, within their respective district. Before I discuss these types of events, and how they're handled, let me first discuss patrol staffing to get a true picture and current picture of our actual numbers. Some of the information you may have which was stated in the background memorandum regarding staffing, up until March of 2011, the number of patrol officers that did a patrol beat assignment average in the mid to high 500 range. For example, the way it's -- in September of 2010, we bid 587 patrol officers for beat assignments. March of this year, we bid 492 patrol officers which is almost 100 less than September of 2010 number. And there's various reasons for this. No more hires to vacancies. Retirements, resignations, disabilities. Temporary re-assignments for example. I sent nine officers to our personnel unit to assess with recruiting and backgrounds for new hires. Because of these extremely low numbers in March of 2012, we're not able to fill most supplemental beat assignments. Only the essential single officer beat assignments. And

because of the continued loss of sworn staff, we have prove approved in early August, our temporary sworn redeployment plan. Which is not going into effect until Sunday, September 12, 2012, last Sunday at shift change. Those 27 officers as part of the plan were brought back to patrol to specifically bolster the shrinking patrol staffing levels. If we do not bring back these officers, we would have bid approximately -- sorry, 460 officers for beat assignments to September which would have left some beats vacant and at some times, increased response times. With these officers redeployed back to patrol, we still only bid 483 officers for beat assignments. So I included nine patrol back fill pay cars and just to get to the March of 2012 bid numbers, which is the lowest numbers we've had in over a decade. The patrol back field pay cars which I mentioned, we first used them as back field beats in February and March of this year as I mentioned, as temporary re-assignments for the nine officers sent back-to-back ground and recruiting and this was because the lost a body of patrol and it was just not a one for one trade. We lost a body. The back fill or overtime program is a short-term solution and it's definitely not sustainable as the chief mentioned. Since March of this year, I have been utilizing or adding a back field pay car every time I lose a body and don't get one back. For example, whether it's temporary re-assignment, long-term disability, retirement and resignation. Just a quick snapshot in September of this year, I had 25 back field pay cars. And at shift change which was Sunday, September 16th, I have nine back field pay cars. And will add more as officers leave for various reasons, whether it's temporary re-assignment, retirement, et cetera. In terms of redivisioning, this was done to address the control concerns. With limited number of patrol lieutenants that we had at the time. And that took effect as well on September 16th, this last Sunday. We have the same number of patrol district teams which is 96 patrol teams. Southern division being the largest with 36 teams and the other two divisions, each have 30 teams. There are 56 five-officer teams which represents about 59% and the rest are four can be six and seven-officer teams. Only three seven-officer teams in the city and this are in foothill division. Swing shift neither district Charles or district Paul. Regarding suppression cars. Let me get back to the first light. We started in the summer of 2010 to proactively address gang-related incidents through high visibility as a deterrent. Since last summer as patrol staffing levels continue to decrease, suppression cars morphed into a wide range of proactivity in terms of enforcement, addressing incidents such as prostitution, graffiti, downtown basketball patrol. Cafe enforcement and public park enforcement. Those are to name a few of some of the quality of life issues that we address with them. In

the beginning of March -- sorry, of August, after assessing the projected overtime spending which is not sustainable, suppression cars were temporarily suspended for a few weeks. Until officers bid for assignment. That was in order to get a true picture of our patrol staffing as well as our fiscal unit to coordinate with our budget office to seek further funding. During that three suspension we had a spike in violent crimes and homicide as was mentioned which started on that Monday of August 13th. And after the homicide on August -- Thursday, August 23rd, and which was the last day of an officer bid, I, me as a department, we did proactive steps to not allow these violent crimes to continue and spike any further. It's our city and it's our job to protect the community. Bedivide the very proactive high visibility plans with and I won't go into tactics and we reestablished our suppression cared and collaborated with the special operations unit and our bureau of investigation detectives, Santa Clara County probation and the mayor gang prevention task force. Today we have continued these efforts and will assess the plan in approximately 60 days. At the time, we'll have a discussion to modify and/or expand and possibly address any other quality of life issues. To date, since August 24th, our special operation's teams which the matter would emergency, as well as the as you BREGS cars have accounted for approximately 78 felony arrests. 50 misdemeanor arrests, recovered six guns and three knives. Of course, we still have our share of gang-related incidents, but we've not had a gang-related homicide, knock wood. All the proactivity and high visibility. Getting back to the gang shooting and burglary scenarios as discussed by the chief, in any possible gang-related incident calls, it will be a prioritize accordingly and dispatched based on the information that the on the dispatcher's end. It may or may not be known initially if it's gang related based on information provided on the event. Maybe a disturbance or loud party. Loitering set et cetera, a lower-priority event. Or it could be a priority call, males fighting with shots heard and a person shot. This obviously makes eight a high priority response call. As officers are being dispatched to such an incident the district sergeant will normally triage for additional resources if available and needed to respond, such as night detectives, our metro unit, canine, et cetera. They arrive on scene and verify the crime. Utilize patrol resources generally, for crime scene processing. Obtaining victim and witness statements. Area canvassing. Yard and you're searches. Suspect processing and interviewing. And other preliminary investigative steps necessary in coordination with the bureau of investigation which chief Parnell will discuss. Our patrol officer truly do an exceptional job and very thorough when conducting these preliminary

examinations and often results in arrests but often, they are very labor-intensive. As the chief described in the burglary scenario, the district sergeant triages the calls and burglary calls are prioritized. If it's in an in-progress call, a shooting scenario, it will obviously be a higher priority dispatched call and coordinated response by beat officers in hopes of protecting life and apprehending the suspect. Like the shooting-related incidents, similar preliminary investigative steps will be taken. We have a few patrol teams of late that have actually done a very good job in responding to these because they are familiar. District and they are available and have made several arrests in some of these in-progress burglary calls. If the burglary call is not in progress and it's a lower priority call and will be dispatched accordingly. Unfortunately depending on other higher-priority calls being investigated and/or critical incidents that may be occurring in that district or division at the time the call may pend for quite a while and sometimes, hours. Once an officer is dispatched and arrives, if needed, the officers will make the scene safe, assess the scene. Seek out and obtain evidence. Obtain statements. And generally canvas the area for witnesses. If no arrests are made, this report will be routed to our burglary unit which the chief will discuss. In terms of the immediate and intermediate strategies specifically for a burglary, gang-related incidents, this shift we started a pilot program called contact and completion. And it's where a burglary report or case will be routed to our burglary unit. But it's a patrol officer who took the report that would be the follow-up investigator. It's actually beneficial. UDS rewarding for that officer, good career development. Creates ownership and citizen satisfaction. The citizen can then coordinate and collaborate with that officer that actually took the report and he is the beat officer for that respective area. This will be successful if the beat officer is afforded the time for follow-up activities so it's very dependent on other services like handling other priority calls for service. At shift change, I've assigned an officer to coordinate with the patrol supervisors and commander and he collects and reviews burglary incidents, OIG patterns and trends, follow up on the leads with our burglary unit. The adult, juvenile probation, our gang investigation unit detectives and the district attorney's office with the goal being to identify and arrest these burglary suspects and to provide the officers with real-time intelligence to be prepared in the field. We'll continue our varied neighborhood business watch training with our crime prevention specialists. And in foothill division as a preventative approach, we have approximately 20,000 safety mailers or magnets with the slogan of "lock it or lose it" and they're mailed to residents. A safety reminder not to become a victim of home, and auto burglaries and theft and it includes on these magnets it

includes contact information for crime prevention specialist or PD website link information and obviously, there's a front-end cost to that but it's an effective way of addressing a quality of life issue and crimes in partnership with the residents without needing additional staff to accomplish this. We continue our proactive high-visibility approach to addressing gang-related incidents by using our suppression cars and special operation's team. And of note, it was mentioned at the last mayors prevention gang prevention task force meeting that they've been seeing a definite difference in the uniform presence out in the community. We'll continue our ongoing relationship with the adult and juvenile probation department as well as the mayors gang prevention task force. We initiated a prisoner transport program. An overtime pilot program which we utilize on Thursday, Friday and Saturday to transport and book prisoners. And it allows our beat officers the available to stay available in their respective district and be proactive. And lastly, we'll continue to look for ways to be more efficient with the resources that we have while we have for the quality for our citizenizing. And lastly, the impact on the officers. I currently manage the largest bureau of sworn personnel which is three-quarters of the sworn staff for our department. I'm concerned with the decrease in staffing levels. The lack of vacation and time off. And a lot of it has to do with mandatory training that the officers must go through, especially one of them being the automated field reporting training. RFT program required training for our new FTOs which are going to train our new recruits. And our annual continued professional training. Also, officers work at pay jobs and pay cars for ongoing financial obligations. Other personal and professional stresses that leads at times, leads to temporary job re-assignment or hardships. Our crisis management YUN NIMT which provides stress management services to members would average historically, one to two members on this type of temporary re-assignment because of stress-related reasons. Now, even with fewer officers, we average about four to five officers or members, I should say, at any given time, for these types of temporary re-assignments. So this is up and above our normal temporary reassignment position such as officers being reassigned to personnel unit. It's getting more and more frequent that our beat officers are creating more overtime hours, having less time between calls for service. And at times, considering the time it may take to obtain a fill-in if needed. As chief mentioned with the increased simulcast times, being able to get on the radio channel for an emergency broadcast is a concern. All of these factors, they affect our effectiveness, moral and mindset. And I say this not because the officers are complaining or expect special treatment but it's I say this because I see it happening with our men and



women. Just an example of mindset, in the first week of August, we had about eight officers that -- I should say not about, we had eight officers injured on six separate events. In one -- in this one event two officers responded to a loud disturbance or music call. And they were in the process of issuing the resident a criminal citation when an uninvolved party goer intervened and assaulted the officer, attempted to a officer to unstrap the duty weapon of the officer's. One of the officer sent in an emergency transmission, code three if we have any. The suspect was eventually arrested. But the requesting officer ended up breaking a bone in her hand as a result of the struggle. And I've been with the department almost 27 years and I've never heard a transmission like that before. So it's imperative, us as leaders and executive staff, that not only just to be fully aware of these real issues affecting our officers and obviously, as we are making it a PROO ority to provide them with the necessary tools and to make sure they have those to make a difference in our community, providing our citizens with a safe environment to live and work. In the first step as the chief has stated before, needs to be retention and reduce the number of officers leaving our city for other departments. As a matter of fact, just today we had a lieutenant put in his papers for another department. Being the bureau of field operation's deputy chief, I see this first hand on a daily basis and how these things affect our men and women in patrol. That being said, I can GARNT these officers will continues to provide excellent services despite the external and internal pressures. I'll close with that but I want to thank council and the mayor and staff and citizens for listening. I want to introduce deputy chief from if bureau of investigations to discuss the next step in the process.

>> Thank you, chief. Good evening, mayor and council. I'm FANEAU and I'm the deputy chief of the bureau of investigation. The Burrough of investigation is responsible for investigating person, crimes and property crimes. The bureau's current authorized staffing is at 188 officers. However can be BOOU to the recent redeployment of officers back to patrol, the actual staffing level is at 165. While the bureau of investigations staffing level has been reduced from a high of 240 authorized officers from several years ago, the workload has remained the same. The bureau receives on average, 59,000 cases a year. Clearly, with the workload remaining the saming with while the work force has shrunk, bureau needed to adopt a new strategy to manage the work. So just like the other bureaus, the bureau of investigations also a triages its workload. Triaging means that the serious person crimes such as homicide, sexual assault, and robbery,

receive more staff and resources an investigative efforts than 'property crimes such as burglary, theft or fraud. These crimes receive a higher level of evaluation before it's determined whether they would be assigned. As an example, when a burglary report is routed to the court liaison unit a sergeant reviews the case and make a decision whether the case should be assigned for investigation. This evaluation has to be done because with only four detectives and one sergeant assigned to the detail, and a workload of approximately 10,300 property crime cases a year, clearly, it's not possible for the five officers to investigate all these cases. That's why these cases have to be triaged. So we can decide whether they're going to be assigned or closed out. And it's done based on the following criteria. The amount of loss. The estimated number of hours required to investigate the case. The identity of the suspect. The location of the suspect. The identity of the victim, such as is the victim a business, a bank or an individual? The current caseload of the investigators. And last, the likelihood of charges being filed. So with the information that I just provided, I would like to walk you through the work flow of a gang shooting and in-custody burglary and a cold case burglary. To paints a picture of the work that's involved in these investigations, please keep in mind that these are just a few examples. The investigative steps may vary depending on the complexity of the case. So in a gang shooting where no arrest was made, the gang investigation unit sergeant reviews the report and assigns it to a detective. The detective, conducts a follow-up investigation, which may include re-interviewing witnesses and victims, reviewing criminal databases and writing search warrants. Once the suspect has been identified the detective will obtain a arrest warrant and coordinate the arrest of the suspect with other units in patrol such as merge or metro. When the suspect is arrested, the detective will conduct an interview, book the suspect, prepare the case and present it to the district attorney's office for filing. All of this has to be done within 48 hours of the arrest. The D.A.'s office may request a detective for further follow-up and writer the detective to write gang summaries for a case in which gang enhancement charges are filed. It takes, on average, 40 to 80 hours for a gang summary to be completed. In a case of an in-dust did burglary case where we have a suspect in custody, a court liaison sergeant will review the report and assign it to a detective. The deck 216 will conduct a follow-up investigations which may include reinterviewing witnesses, victims and processing evidence. After the follow-up investigation has been completed, once again, the detective will prepare the case and present it to the D.A.'s office for filing and it has to be done within 48 hours of the arrest. And the D.A.'s office may request the detective to conduct further follow-up.

And the last scenario, in a property crime case when no arrest was made at the patrol level, the patrol officer using the contact and completion model will work the case as far as he or she can take it. If an arrest is made, the case is forwarded to the Court liaison unit for processing as an in-custody case. In cases where all the leads have been exhausted at the patrol level and no arrest was made, the case would be routed to the court liaison unit to be closed out. With the redeployment of officers in a financial YOOIRNLS unit with reduced staffing to a detail of four detectives and one Sergeant, the remaining officers currently are only focusing their efforts with in-custody cases, certain mandated identity theft cases and cases where there's evidence of substantial financial elder abuse. That being said, they will continue triaging these property crimes and dedicate resources and investigative efforts when appropriate. For example, in cases of serial burglary where there's a string of burglaries with similar MOs and suspect descriptions and other resources from the bureau and patrol may be used to address the problem. Detectives will work closely and provide support to patrol with a contact and completion service delivery model and working with the patrol burglary liaison officer in intelligence sharing. This concludes my presentation. And I'd like to turn it over to deputy chief Eddie Garcia.

>> Thank you, chief. Mayor, council, and members of the community, my name is Eddie Garcia and I'm the deputy chief of the bureau of administration. One of my jobs as the chief of the bureau of administration is to recruit qualified candidates worthy to wear the badge of San José police officer to help fill our ranks. Although had some successes, had some challenges that we need to overcome as well. We start off we'll begin with the current sworn staffing levels for the department. Our authorized sworn staffing levels for the department is 1109. Our actual net sworn staffing as of September 14th, is 1,046. Our resignations for 2012 are at 35. However, had 54 since July of '11. Our retirements for 2012 are at 25. However, we've had 51 since July of 2011. Currently, we have as of the 14th, we had one pending resignation, however we do know that there's many others in the hiring processes at other agencies. We have four pending retirements. And the good news is, we have 61 pending hires that are scheduled to begin. If we look at the chart here. It shows the historical staffing level. This graph shows our actual staffing levels per rank from 2002 to present. As you can see, our officer levels have dropped from 1056 in 2002 to 837 today. Our sergeants went from 245 in '02 to 183 today. And lieutenants from 51 in '02 to 34 today. And the captain rank also saw reduction

from ten in 2002 to eight that we have today. As far as our recruiting efforts, first and foremost we have to realize that recruiting and training of an officer candidate can take a significant amount of time, up to 20 months. And as our recruiting efforts, they've gone well. They've gone very well. Primarily because of the great effort of our recruit KRIEMT and background unit and the officers assigned there. But also due to our outreach effort like radio ads, movie ads, billboards, print media, military fairs and recruiting booths. Our upcoming September academy, we had 842 total applications. Of those 579 were qualified candidates. Of those, 221 of those candidates were backgrounded. 104 candidates were presented to the hiring board where we gave 66 conditional offers to 51 recruits, one lateral and 14 direct entries. Direct entries and laterals is an area that we've made a concerted effort to try to recruit. Direct entries of those individuals that have not put themselves through an academy and laterals are those who are obviously -- that are police officers currently that will come over to an agency. Again, we hired 14 direct entries and one lateral. We would like to speak to the qualification of these individuals so that the community and council know the quality of the candidates that are applying to this department. Of those that were hired or that were given job offers. Seven possessed their four-year degrees. Seven possessed foreign language skills and an average wonderlic of 30. An average wonderlic is somewhat of a IQ test. As for our academy recruits, 51 were selected from the 2012 academy. 32 possessed a four-year degree. 62% of them. 16 possessed foreign language skills which was 31%. Ten are former military and their AFRG wonderlic was 26, still above average. Unfortunately, five candidates which included two of the bilingual candidates who spoke Vietnamese and Spanish declined our offers for offers elsewhere. 36 were scheduled to begin, statistically we know we may lose up to 10% during the academy and that up to 15% of those will not successfully complete the field training program. As for our April 2013 academy, we have 14 total applications, which is - approximately 559 more than we had for the September academy. 698 qualified candidates which is 119 more than we had for September academy. And we have 331 candidates cleared for backgrounds. Excuse me, sorry. 110 more than we had for September academy. So we're getting very good candidates. One of the issues we're facing is that is of competitiveness. Quite frankly, our standards are the highest of the five largest agencies of the State. And the biggest is that of education. Of the four large agencies in the state, they only require a high school diploma or GED. As you know, we require 40 semester or 60 college units from an accredited college or university. As I mentioned previously, not only do our academy recruits all

possess at least two years of college but 63% of those starting the academy have their four-year degrees. The other area is that of compensation. Other bay area departments receive better compensation than San José officers especially with regards to retirement contributions which is substantially less than those of a San José police officer. Also, upon graduation from the academy, San José recruits will realize a monthly loss of approximately \$257 due to retirement contributions which they did not pay while they were in the academy. As far as background and staffing levels, currently there are 16 officers assigned to our background unit. 12 are TDY, temporary duty assignments who generally were pulled from patrol or from the bureau of investigation. Currently we have nine from patrol now and three from investigations. We have three exempt officers and one administrative officer that worked there as well. At this point this is revolving. The completion of these cycle these officer goes back to patrol, but because we're currently recruiting and hiring, we'll then get that same amount of officers back so it's a revolving door that as CHOOEFR ESCOBEL discussed that affects the staffing levels. Each backgrounder carries a caseload of 18 cases. Each backgrounds can take up to six months to complete. The background 331 candidates for April, the unit would need approximately 18, which equates to 15 temporary-duty backgrounders. However, as deputy chief described in his presentation, this is not include communications and other nonsworn positions that will need to be backgrounded, also. Most of which require the same amount of investigation of that of a police recruit, lateral or direct entry. We're currently working with employers to supplement the backgrounding unit by outsourcing to private investigative companies. As you know this process is cumbersome and make take some time to implement however, if successful they all take a large burden off patrol and investigations. As for forecasted attrition, we'll not be at the restorative stage until spring of 2014. However, this is not take into account academy FTO failures and only if we can retain our current workforce. I'll now turn the presentation over to acity stand chief GOTY.

>> As you heard, the department is facing unprecedented challenges at all levels required both immediate action as well as the development of strategies for the short term and long term. I would like to share what we've done to this point to address these challenges and plan for the future. As you've heard from the deputy chiefs immediacy, we have temporarily redeployed 27 officers and four sergeants from our traffic enforcement uniting with burglary FWOOSH KRIEMTS unit, GRA if I tee team, family unit, three different

FBI task forces. We transferred them back to patrol to fill the vacancies created which recigarette NOOIRGS and retirement. Used overtime cars to back file the vacancies. At this point, I really want to say a thank you to Jennifer McGwire and her staff in the budget office for continually working with us WRRD to the overtime budget for our back field cars. We utilized overtime for suppression efforts to specifically impact the gang KR50IR78S as well as burglaries and some quality of life issues LOOIRK prostitution and graffiti. As you heard, we redivisioned from four patrol divisions down to three for the span of control for lieutenants. Increased the dispatcher simulcast hours from five to ten hours. From 1:30 in the morning to 11 in the morning. Despite that reduction continue to see incredible proactive acts. The patrol officers for burglary suspects. Either in the process of committing the burglary or after follow-up through the contact to completion model you heard about from the deputy chief ESCOVEL. One patrol in the foothill division is responsible for at least five of those 30-plus burglary arrests. And just a couple of weeks ago one of the southern division day watch teams participating in the contact to completion pilot developed information about a possible burglary suspect. They later learned that suspect was going to be appearing in court on an unrelated charge. The officers went to the Court. They contacted the interviewed the suspect and were able to get a confession and obtained information that cleared over 16 church burglaries in the southern division. These are just a couple of examples of the daily hard work and investigative efforts being put forth by this city's officers. Our civilian crime prevention specialists along with our division captains and patrol officers have been invaluable to our community policing efforts by coordinating neighborhood watch and community meetings, to inform residents of the best ways to protect themselves against being crime victims. What specific types of suspicious activities to look for. As well as the importance of collaboration and crime prevention moving forward. The chief's community advisory board currently doing outreach meetings as we work together to define community policing in San José for the future. We must have community collaboration and problem solving efforts for our future successes. We have our impact program which stands for investing and management police accountability community and technology. This is basically, the San José PD version of COM stat where we have monthly meetings with field operation captains and diskULGS divisional crime issues, identify analysis and the problem-solving efforts being applied to those crime issues. You heard about our automated field reporting and the records management system. The implementation and training is currently under way for these systems that will further support all our efforts.

Moving forward we're in the process of outsourcing the background investigations to sworn to retired police officers which will allow for the proximally 17 to 22 officers that it require to do the backgrounds, to not have to come from our patrol or investigative bureaus assignments. We also updating the department web page with crime prevention tips as well as looking at possibilities of preparing short videos for placement on the web page to outline safety and crime prevention tips for residents. Looking to the future and as resources become available and everyone needs to keep in mind many of these have implications. These are some of the things we'd like to do. We want to look at alternative staffing such as community service officers to take cold crime reports, such as burglaries and auto thefts. This would free up patrol officers for Moore proactive crime reduction 2169s. We'd like to increase the number of the crime prevention specialists for the department. As previously stated, our crime prevention specialists are invaluable asset in organizing neighborhood watch meetings and providing informative crime prevention presentation. Additional specialists would further enhance our impact activities, neighborhood watch and community collaboration efforts. We're also identifying potential assignments in which reserves can play a bigger staffing role such as the prisoner transport pilot to which deputy chief referred as well as supplementing our staff in the main lobby and info center to name a couple. Finally, increasing the number of crime analysts to increase the data analysis, allowing us to better focus patrol and investigative efforts for increased efficiencies. All of those goals are in keeping with our overarching goals as discussed by the chief earlier which are crime reduction and ease the fear of crime. Invest in our people through training and recognition efforts within trains PARN SI and collaboration with the community and identify and focus efforts to solve problems through innovations. We do, however, have continued challenges. Retention of the officers we have are the biggest. 20 months to have an officer says it e -- 20 months to be street ready. Without serious retention efforts we're simply continuing to fill a bucket with too many holes. Finally, officer injuries and the number on disability have also reupdated a challenge. While the number of disabilities have fluctuated since 2010, and have slightly increased, this is not unexpected with more officers working longer in overtime capacities and having more exposure and therefore, risk of injury. The current challenge, however, is the effect these disabilities have on day-to-day operations as compared to years past. Today we have approximately 52 officers injured or on disability at any given time. Now, considering 2010 when there were a little over 1200 officers, compared to today's 1049, clearly, that 52 number is much more impactful. 4% in 2010 of our

workforce versus 5% today. This will continue to be significant if the continued attrition rate continues. At this point I'll turn it over to assistant city manager.

>> I'll close out with a brief review. This has forced the city to make difficult decisions like laying off police officers and negotiating 10% total compensation reductions from employees throughout the city organization. As noted our budget reductions most notably over the last three years. This back GROOP of more than \$600 million in shortfalls closed and 300 employees laid off has impacted all city services. The council has needed to make very difficult decisions and made deep cuts throughout the city organization, such as carting park staff by 45% from its peak and branch library hours by a third. Thankfully, our current year has been relatively flat enabling us to begin to advance strategies to stabilize services. Going forward, the city manager recently issued an information memo recapping our compensation actions over the last two years, noting that any discussion of general wage increases must consider the clauses noted in agreements with bargaining units that obligates the city through June of 2013, to provide similar relief to other bargaining units that agree to the 10% compensation reduction over the past two years. In addition, measure B reductions, pension modification and negotiated in retiree health care costs, as legal actions and negotiations proceed. The council's approved June budget message directs the city manager to also focus on strategies to expand performance-based compensation in lieu of automatic step increases as a means of maximizing the impact of any limited resources available. All of these variables must be significant -- are significant considerations in any discussion of compensation adjustments as we go forward. Cost implications, 10% total compensation increase is \$56 million. Even if limited to employees such as represented by the San José police officers association, would be \$21 million. For the purpose of what-if discussion, this chart also shows the funding requires for smaller, 1%, increment adjustments. Next slide. Finally, to the extent that strategies discussed tonight would require additional funding, how could we proceed from here? As we approach the second quarter of fiscal year 2013, for the current year a staff would propose consideration to taking tonight's DES cushion and focusing on one-time funding available as well as how to prioritize various strategies being discussed for the current year. For next year, fiscal year 2014, broadening the discussion to include any required ongoing funding would likely require consideration to reductions in other city services in order to pry or tie public safety. Given the difficulty of that prospect,



incorporating this into the budget preparation cycle would maximize opportunities for thoughtful analysis as well as stakeholder engagement. With that, Mr. Mayor, members of the council, thank you for your patience. That concludes the staff presentation.

>> Thank you, staff. Excellent job on the presentation. My compliments to the Police Department commendation LOOERDship and the men and women of the department for dealing with a very difficult situation very well. We have some folks who want to speak to us so I'd like to take the public testimony before we have a council discussion so we'll take a public testimony now. Come down as I call your names. If you're close to the microphone, it is usual, there's a lot of room in the front row so you can come down and wait until it's your turn. Christian Hemingway. Kathleen Flynn, sonny Laura.

>> Honorable mayor and consill, I'm Christian Hemingway. The community needs to bed in the current increase in crime without the assistance of the community nothing will change. Parents of at-risk youth need to be made more aware of the D.A. ease parent project program. They also need to be made aware that there are resources for families with mentally ill family members, at little or no cost to them. Making our community aware of these and other programs is one important way the city can support our Police Department and prevent crimes before they happen.

>> Kathleen Flynn? Sonny Laura? Cora.

>> I'm Kathleen Flynn, vice President of the Dr. Martin Luther King Jr. Association. I'm very proud of you chief Moore and your staff. I'm very proud of you council members and mayor Reed because we're all finally starting to work together. You know, Dr. King once said, it doesn't matter what ship you came over here on. We're all in the same boat now, and we are. So as a community member, leader, I'm here to offer you my help. And our board's help and paster Laura had to leave but he's offering his hope. I thank council member Rocha on taking the lead on holding the first barbecue to honor public safety, to bring our neighborhood, our police officers, our firefighters, our council members, you're all welcome. To the very first barbecue to start the healing in our community that chief Moore talked about in the beginning of his

presentation. When I was a little girl my father was in the military and he always told me if you have the trust of your employees, they'll die for you. And that's what we need to start doing. We need to start showing you we thank you and care for you, for your service. We need to start thanking these men and women for putting their lives on the line for us every day. I am an immediate pay tore and arbitrator and I have worked in victim offender mediation and I can tell you right now we have a lot of good kids out there. With you but we've got parents trying to support those kids and they're not at home watching what's going on. It takes a village and we have to start working together. I'm very proud of council member Liccardo, Herrera, Chu and Kalra for agreeing to do barbecues themselves. And I'd like to see the rest of you on the council join us, because this is what it's about. God in his infinite wisdom said, Okay, you're all being dumb. Let's do something to make you come together.

>> Your time is up.

>> Unfortunately it is crime, thank you.

>> You're time is up.

>> Sonny Laura who is not here. Cora TOMILINAS, Robert Sandoval and Johnny canvas.

>> Good evening, mayor and City Council. I am Cora and I'm a resident of district seven. I'd like to say, great job to the Police Department. And your park and recreation staffs that are involved with public safety. I think the response to the recent crimes was timely, was appropriate and you see, it is effective. Long term, while we're waiting for the new police officers to come on board, I thought that they started at least the chief has started the re-energize community policing. And the crime prevention department. That needs to be stepped up. Number two, research is that we have the legal resources we need to make sure that we're faster, encourage or maybe we should push it also, the collaboration with interagency departments for school, public health, the medical center, the County, the Federal government if we need to. The other thing is, that steadies you go. You're right, mayor, steady as you go. We need to pay attention and make sure

that before the forward continuum is there. Prevention, intervention, suppression and, yes, rehabilitation.

Thank you very much for all your work and thank you to all your staff as well. We have a great staff in San José. Thank you.

>> Robert Sandoval. John in KAMAS and Danny GARZA.

>> Honorable mayor, Reed, vice mayor and council members. I'm Robert Sandoval. I'm here to say that we do have one of the best Police Departments in the state of California. And they work very hard on our behalf and the safety for its residents of the city of San José. The concerns that some of our people have in some of our areas have been deteriorating with crime and gang violence. For that reason, I'm here tonight and mainly, in the areas of Cunningham and further down north, near Story Road. Those areas need to be addressed to. And council should really look at these situations that are taking place. Young lives have been lost. And I feel that with our Police Department, what a great Police Department we have, that they are in need of help, too. And I know we, as residents, are the eyes and ears for our officers. And let's maintain that residence. Let's help them to resolve some of these situations that are taking place. Thank you.

>> John in KAMOS and Danny Garza and Joe NIETTO.

>> I want to thank the City Council and the staff for putting together this report. I found it very interesting. I also want to thank the police for their service during these tough times. I live in district ten and a lot of the citizens in district ten are very concerned with the increase in crimes, especially in burglaries. And they're looking for stepped-up police enforcement. But I've heard a lot of suggestion and some people suggest we need to increase the police officers pay by 10% in order to keep the attrition, keep officers from leaving. I think that that, in these times I don't think we can afford it. It costs more than \$20 million if we gave the 10%. That would roughly be the cost of the entire library system and I don't think our residents would agree to shut down all the libraries and it can possibly make it worse and I hope this decision doesn't come to fruition. I also heard a lot of great ideas suggested by the police here tonight with community service officers and

enhancing the police reserve program. And I think that we should definitely study those issues a lot more and hopefully, implement those. And thank you all for the study. Thanks.

>> Danny Garza, squealing NIETTO and Gloria Rivera.

>> Honorable mayor and City Council. I'm Danny Garza. It's been told to me that people in the city think I'm disruptive at meetings so I'll thank the chief for having his staff present the two hours of information. I would like to take this in a little bit different direction and we have to look back at what's happening now. The chief has talked about the people who have called. Let's talk about the people who haven't called and why. Why is because there is a lack of trust in the Police Department, in different neighborhoods. And the issue is this. We have residents in PLATO royal who called the Police Department and said, do not come to my house. And the police have. We put a stop to that with past chiefs quickly. That's why PLATA is an island of security on east side. That being said, one thing that we have said in the past and we would like to say again is, before the city puts out any money for video cameras for police chief we need -- for police officers we need to have an opened mic so that residents that have abused oh O'that are abused and citizens that are abused at police stops have a way to communicate this to the D.A. Thank you.

>>.

>>> NIETTO, Gloria Rivera. YING Lin.

>> I'm Joe NIETTA. Next month recommends our 14 years in the PLATA association. We meet monthly and we have flyers and I get to walk out and talk to the people and let them know what's going on and have them come by. On the flyers we always put down that the police will be there however, they haven't been there in quite a while. I talked to my council representative staff and worked really well with them and I have a lot of faith they're doing what they're supposed to do to notify the officers about our monthly meeting. However, what happens time and time again is I get no-shows and I wonder why they're not showing up. It might be a little busy. I know they're really short-handed but it's really frustrating as a community leader and

I'm not the only one with this problem, that we're trying to get our people to show up to the meetings and let them know that the police will be there and they simply can't. And I know why they can't but people are telling me, you know, you told me last month they would be there and there again, they're not. So you know, whose fault is it? Why aren't they there? Because they're taking two lunches or because there's not enough of them? That's what I'd like to know. We need some help there. And you know, for you guys there, sitting on this side, I know they're kind of having difficulties with people leaving. Would you guys stick around after time and energy and training that they all did, some of the people are leaving. Would you guys still stay here in M San José if you were them? Thank you.

>> Rivera, Kim Jong Lynn, Humberto Valdez, Richard Mac copy.

>> I'd like to say that the stats from the San José Police Department on crime is -- shouldn't be the thing that the City Council should be looking at. They should go to the police office and get the stats on crime. Like the rapist how many people he raped asking them for stats on crime. I think you're going to the wrong place. Also, I'd like to say that -- mayor Reed, that happens every day to everybody in San José. There's police stings all over San José city and they just happen to pick you this time. Sorry to say that. You were set up, Chuck. Good night.

>> Richard McCoy? And that's the last card I have if anybody wanted to speak and didn't put in a card, this is it.

>> Last is best, I guess. Good evening, mayor and City Council members. Myself, like many other people, learned about chief Moore's resignation on the 5:00 news last night. We understand that I believe he did the best with what he had and did the best he could and he's going to be missed. With that being said, the reason for the increase in crime the city of San José has brought a near state of fear to the citizens, but not to the criminals. Our city has grown from a peaceful, mildly small community of crime to an opened city that attracts the criminals in large numbers because they do not fear the policemen. They do not fear the fact that that may be taken into custody. Neighborhoods have lost much of their patrols and the active police

officers who would normally have a greater time to spend with the community and to make their presence known and to be seen. And to reassure the citizens that they are there to help them. As an example, break-ins are no longer responded to by a live person but a request to file a report on the internet because the Police Department's don't have enough officers to go out there and ascertain the situation unless there's a major crime being taken place. Sneeze is a magnet for the criminal and the question really -- San José is a magnet for the criminal. The question is, does the current Police Department have the ability to handle this crisis based on the resources it has available. Measure B notwithstanding. The voice of reason and public safety has been voiced several times by council members in the past. But the lack of votes did not allow those measures to move forward councilman constant had ideas where they could provide the Police Department but his efforts were no longer -- were not approved upon or allowed to be carried forward. Two years ago, I stood in this very spot when we talked about the council approving a budget and considering all --

>> Your time is up.

>> Thank you.

>> That concludes the public testimony and this item. We'll have time for council discussion now and I'd like to start. I have some slides I want to put up. First let me just thank the chief and leadership of the department and the men and women in the department for their response over the last month. We obviously had some problems the chief said what the department was going to do and the department did it, the men and women delivered. And I know that much of that was on overtime. In addition to all the regular WIERK, there were a lot of people that went above and beyond to do what needed to be done. They've done that. As they have in the past. Time and time again over the history of the city. Department has stepped up to do that. So we thank them for that. But I want to talk not about the last 30 days but really, the last ten years. And I want to show some slides here that most of them have been shown before and a couple you saw tonight for the first time. As y'all know, retirement costs have gone up a lot. Talked about this a lot. This slide we use in the budgeting process. 73 million ten years ago to \$245 million a year. Very

huge increase in costs. And as we have covered those costs, we've done it mostly through cutting our workforce. Next slide? This is what's happened to our work force during that time period. We've lost a couple of thousand people. And that includes police officers, firefighters, every department in the city has seen reduction in staffing. Much of that's been done by attrition but it also included some layoffs. And I know it was not an easy thing to do for the leadership of this department, to lay off police officers but they had to do it. And it wasn't an easy thing for them to take pay cuts and oppose pay cuts but they had to do it but nevertheless we have a lot less people today in the city delivering services to the people of San José than we had a decade ago. Next slide, this is what happened in the Police Department. As you can see, even though we increased the budget for the department by 40 some percent. We shrank the number of people, to probably about 20%. And we're seeing some of the results of that shrinkage playing out in the difficulty that the department is having as you heard tonight. It is clearly not the size of the department that it used to be and not the size of the department that we want it to be. But that's just what's happened over the last decade. Now next slide? You saw this one tonight. While the department staffing was going down, the men and women stepped up and did their job and focused on violent crimes and we've seen a decrease in violent crimes over the last decade. You take this year's numbers and double them, you still have about a 15% decrease from where we are in 2002. Even though we had less staffing, handle violent crimes and that's been a priority for chief Moore, chief Davis, chief Lancedown and this council and prior councils, as to focus on the violent crimes. Responding to those emergency calls and I think that's the right priority. But when you have a shrinking workforce and you focus your resources on the violent crimes, some things have to give and you've heard some of that tonight. So the next slide -- this shows where some of that has happened. That's in the property crimes. If you take this year's rate, double it because it was a half a year, and we're up a lot from where we were ten years ago. 29%. Delays a big increase in property crimes. Now, I don't think anybody should be surprised that with the declining resources and the focus on violent crimes that we've had an increase in property crimes because it has been important but not quite as important as dealing with the violent crimes. Now, many people could, I suppose, argue about that priority and say equal priority on property crimes but I think the priority to focus on the violent crimes and protecting our people and doing BHOIRCH response was the proper priority so Yang the real question for U is -- how do we move ahead as -- from where we are now to restore the department to first full, sired staffing levels

and get beyond that to a larger department. We have to know how big the department needs to be ultimately. But we do need to begin the capacity, restore the staffing to January of 2011, which is the goal the council has set for the fiscal year plan that council approved in 2011. Chief outlined tonight some of the measures we're doing. First in short run, overtime. Troops are putting in the time. It's just a very short term -- it won't last long. We can't go forever leak that. The SI civilianization. Reserving officers using outside sources to do backgrounding. All that will help but it won't increase the authorized strengths. It will help us cope with that. And then in reKROOUTing and hiring that we're doing, the academies, it takes a long time to get people street ready, as you heard, but that's the intermediate step and the long term, that's to use the save that was we get from pension reforms, measure B, in order to deal with the retention issues and to make sure we stay at authorized staffing and ultimately, to move beyond that to a larger department. That's the plan that we laid out in 2011. That's still our plan. We have difficult times, no doubt about it. But I think the men and women of the department can be proud of the professionalism and the department has shown despite the difficult times. And I know that there are many reasons for folks to be unhappy. But they're still doing their jobs. That's a professional. We've seen that out of this department so that's why it's one of the best departments in the country. One of the smallest departments in the country for a city of this size, no doubt about that. But it is one of the best. And we can be proud of that, no withstanding the problems that we have and the differences of opinions about a lot of things that we have. I don't think anybody can say we don't have a DPLAT Police Department. I know council has comments and questions to follow-up on the staff presentation as well as other things that have been said here tonight. Councilman constant?

>> Thank you. There's been a lot of discussion today, some direct and some indirect about some of the causes behind folks leaving our Police Department REVSs the re25016R789 and pay deductions. Chief, you made a comment that we couldn't have foreseen officersing since last July. And that we didn't see this coming. So my question is -- how has those leaving the departments over the last five years compared to what we thought was going to happen?



>> Council member constant, thank you very much for the question. We have historical projections of what we anticipate people retire who can reach logical retirement age or eligible retirement age and a certain number of folks, really small, as you know, that would leave the department. Historically not been a department where people flee from. It's what they come to. Myself included with as a lateral. What we saw last year, and again, it isn't necessarily all about the pension reform. It's about the bottom line pay. And what we saw is increased contributions to the retirement system which are part of this. Increase to health care retiree that dropped our bottom line pay, not the base pay. I have a stack of letters from every single resignation. Some are basic, I'm leaving on the day. Most of them say, I love the city, I love this department, but I can't afford to work here. That's really tragic and that's not something we would foresee or expect. But now we do expect it and that's why the projection you're hearing now is concerning to me is even if we don't lose any more and I think that's unrealistic, we're going to have a hard time meeting that 24 team getting us back to 1109.

>> We knew back since '06, we had the projections of those that were going to leave our department. In other words, there was a memo that the council received that came along with the five-year staffing plan that had the projections of departures and we're really not far from that at all. In fact, the majority of those departures happened prepay cuts and pre-pension reform.

>> I don't think that's necessarily correct. Deputy chief Garcia has the numbers since the beginning of fiscal year 2001, we had far and away what we would normally anticipate in the way of separations, both retirement and resignation. But particularly resignation. What we found is the phenomena that most folks who could leave when retirement was pending could leave, did leave. Even if they had 25 years and might stay another three years they chose to leave either than risk that.

>> But we had projected, for example, in 2011, 55 retirements and we had 60. It's not like we were wildly off from the year before. If you look at the years from '07 to '10, we projected 166 retirements and we had 221. So it far exceeded back then. But in the years following that, in '10, '11, '12, we projected 94 and we saw 108. So really it was a lot of front-loaded people leaving as well. I'm trying to reconcile going back to this

data that we got in '06, and really being able to see not the anecdotal information but real, hard numbers for each of these years. What we anticipated and what we really got.

>> Council member, YOOIRNG it's difficult when you look back to 2006 when the environment we're in compared to where we are today, particularly in the last two or three years, what we're seeing for the first time in our history is the number of resignations exceeding the number of retirements. That's what's most significant. I think we're going to be pretty much accurate on the retirements moving forward pretty much as people become eligible they're going to go. So we have that number and it's a relatively small number this year and next year but we're coming into a period if you think back to 1986 and '87 when we were able to hire larger numbers, we're going to see this increase when we get into the 2014 period. I would anticipate in the next couple of years we'll have an almost dead-on retirement right and we'll see people leaving voluntarily.

>> I think that's we really need, though, to be able to see things -- instead of anecdotal information get some real, hard data on what we've really seen in each other years and going back to when we got that five-year staffing plan back in '06. I believe the memo that I have is dated August 1st of '06. That would help us see what years we exceeded. How many were retirements versus redig nations. All those different factors. Because we hear a lot about the pay. But we know that everybody in the city is taking a 10% pay cut. Had we not done that, where would the officer be -- where would the department be if we had to lay off 150 more officers? That's the part of the discussion we're not having and looking at those. Also, this is a question that I've I asked a number of times and I still haven't received an answer so I'm going to ask it one more time. That is -- we heard a little bit about the recruiting efforts and I've asked repeatedly to see what we're spending in our recruits efforts compared to other major police employees and have yet to see employers and have yet to see it. I really think that, again, is real tangible information that could help the policymakers, help those of us on the council trying to work with these issues with our professional staff to have that information. I know I can think off the top of my head, at least three previous timers sitting here I've asked for that information and the public safety committee and I really would hope that we could see that information at some point.

>> Council member, you deserve it. My apologies that you have not received it. I have seen that data and the exact dollar expenditures and where it goes is part of our plan, with my apologies as I look at deputy chief Garcia, he'll have it for you by tomorrow.

>> Well, I hope it's for all of the council, not just me. These are questions we ask and, again, we get a lot of anecdotal stuff. And we don't always get information that we ask for specific information. For the city manager, I'd like to talk a little bit about unfilled versus unfunded. We had a discussion from one of the chiefs about the number of unfilled positions. Where we are, do not have people in positions that are authorized right now. And the freezing -- unfreezing process. And if you could explain that then I have a follow-up question.

>> I think I'll give Jennifer McGwire, our budget director a little time to get down here. I think what she'll talk you through is not only the process you requested, but how we plan on our budget for a certain amount of turnover, which is called a vacancy factor that each department is given because we know there's a certain amount of turnover just naturally and that's one way that we've used for years and years to stretch our funds. So, Jennifer?

>> Good evening. Jeanne FER. McGwire budget director. We currently have a hiring I call it a review process more than a hiring freeze. Because of the levels that we have gotten to with staff and trying to provide the services that the council expects for our communities. With the Police Department's specifically, they do not have a hiring freeze and never have had one on public safety positions for all sworn ranks or the police communications position. We have a hiring freeze in place on their civilian positions, the rest of the department, which is just civilian positions. They go through a hiring review process with assistant city manager, Ed SHICATTA and myself. We're not holding any positions that we can't fill. So they are all free to be filled but they have to go through the recruitment process, backgrounding and all the other steps to get somebody on board. We do have, right now, as of September 10th, about 133.5 positions vacant in the Police Department, in total. That's sworn and nonsworn. About a 8.62% vacancy factor. We do budget for

a much smaller vacancy factor. Part of this has been over the last year. We were deliberately holding positions vacant because of our budget situation and trying to downsize in an orderly fashion to minimize the number of layoffs in that department, given the fact we've invested so much in the staff. Going forward, obviously, as the chief indicated, they have done a lot of recruiting efforts and we're trying to refill a position but because it takes a while to get them -- especially on the sworn side, to get them street ready it takes them time to get back up. We're trying to use the vacancy positions in a smart way and overfill the academies as much as we can to try to get back to a little bit of a hire ahead program which we had in the budget process a couple years ago that we formally are not funding but we're trying to informally fund it with vacancy savings as we can.

>> I would suggest to my colleagues that we consider having a policy change when it comes to our Police Department. That funded positions that are funded in our budget, I know we have that vacancy factor. Let's say our vacancy factor is 3% or 2%. Whatever is above that, is allowed to be hired, recruited, hired, trained and put in place without going through any bureaucratic hoops. YOOENG we should have that unnecessary delay given the such situation that we see ourselves in. And quite frankly, I would be fine saying we should have a vacancy factor in our public safety, particularly in our Police Department. So that we can move things up quickly. But going back to my recruiting thing, back to my recruiting thing this that's where I'd like to know where our plans are. What we spend in recruiting, not just police officers but for all these other positions. Because, let's face it, there's a huge unemployment rate out there and there's a lot of people looking for jobs. And we have jobs and we don't have an efficient means of getting that information out and getting people hired and in place quickly and I think that scenario that we need to have a lot more efficiency and a lot more flexibility for the leadership in our Police Department. So I'd like to ask that the city manager come back to us at some point soon with a discussion of how we can achieve that, given our policies that we have and I know we you're not prepared to probably address that in full tonight but I think that's something that I would like to see as we go forward and would love to hear from my colleagues as we go around the desks here. As far as other things like the community service officers, I have been saying that we should have started that years ago. That's something that I think I know the POA is against it but I think every police officer should welcome that type of help out in the field. And I know that I've been talking about

the reserves since I got here. And with our previous police chief and I'll remind everyone that, you'll know, it was our reserve unit that started the helicopter unit and our bicycle unit and started a lot of specialized units that we have in our Police Department, started as functions of the reserves. Now I know that our reserves the numbers of reserves have dwindled. When I was a reserve E there were like 115. But I firmly that the reason our reserves have dwindled is because we don't let our reserves do what most other Police Departments do. We don't utilize our reserves in a way that others do. Locally in our area, we have several of the surrounding cities, loss gentleman Hayward, Campbell, Morgan hill, all effectually use reserve officers for a number of things including patrol. But what you really see, really good reserve programs, quite frankly, in southern California. You have like in the Los Angeles Police Department, they have an incredible reserve program. So does the Los Angeles County Sheriff, Burbank PD, Pasadena, just in LAPD, here's some of the things they allow their reserves to do. Work in patrol. Air support, traffic enforcement. Crime suppression, community policing, vendor enforcement. Motor detail. Public events detail. Canine unit. Mounted unit, robbery, homicide, cold case, special operations, speakers bureau, recruitment representative Is police academy trainers, metro division, vehicle code enforcement detail, pedestrian KRUSing detail, they do the news letter, the radio operations. Remote video monitoring. And they are assigned throughout all of the LAPD divisions and units. They're very active. I think I mentioned prior in one of our council meetings, that it was a reserve officer that made the major arson arrests in southern California. And it's a striking difference on how reserves are recruited, trained, utilized, treated and respected in other departments. And I know I've talked personally to a number of our reserve officers who wish they could help but because of resistance from the POA, this incidents that's been going on for over two decades, about it being a meet and confer issue. Arguments that, quite frankly, don't hold any water. That their disaster relief workers. Not police officers. Really, none of that holds water and I think that something we really need to look at and we are need to change our outlook on what we're going to do with our reserve unit. Other departments do it. Other departments do it very well. Other departments call them in when they have spikes in crime. And their police chiefs and mayors talk about how important their ref reserve unit is and how much they allow them to do and I truly believe if we did that we'd have more of the types of reserves that the agencies in southern California have. Professionals and other fields that do it as their revenue of community service. Not just retired police officers or people who want to become trained so they can become police officers.

We really need to look at that. I want to THOOIRNG Pierre BOUIGGI for putting tout paper. There are people in southern California like reserve officer ALPA, assigned to the east platoon in the LAPD's elite metro division mounted unit. He does crime suppression. Crowd detail control at parades and demonstrations. Regularly assigned to the Hollywood division where he workings patrol, vice, and I can go on and on with a whole lost of these officers that have done incredible things as reserve officers and we just don't allow it and we have times like we have now where we need people out on the street, we could have a unit like that working aggressively working, that required by the state to work 16 hours a month. And we as a department could utilize them 16 hours a month in patrol. Not just the ten that we do. Thank you.

>> Counselor Liccardo?

>> Thanks, mayor. I don't need to echo his interests in the use of reserves. He said it himself a few times. But I absolutely agree. And I did as a point I made in Op Ed a few weeks ago, I think there are opportunities and I recognize that the number of reserves in the city has dwindled and I'd like to see if there are ways in which we could be Utes LIEZing reserves for many of the less-critical tags tasks that officers are routinely called to, particularly around traffic management. I did have a question about mutual aid, chief. I know you indicated in the past that other cities tend to rely on us for mutual aid more than we rely on other cities. I'm wondering, do we ever build those -- do we ever Bill those cities for our officer's time?

>> We typically do 234509. The unique feature DHA we're the largest agency in the County and smaller jurisdictions around us and if there's a fairly large event they'll put out a call for help, short term, to deal with the specific situation. It's fairly regular that we go to those events including the Sheriff's office where they have an event one of the County pockets, we're going to go and may send two or three or more than that. There was an instance where we had a member of the 49ers whatted that my party in the foothills and we were the first responsding unit bus that's just a reality. The answer to yes question is we do not and have not historically billed other agencies because we not at some point we might need it as well.

>> That's a fair point. I recognize the need for collegiality for the departments but you suggest it happens fairly frequently. Could this be a significant source of revenue to support our efforts to expand?

>> Had in the past opportunities to collect the data and I'll use the Sheriff's office for example with respect to BTA. After hours when they do not respond after roughly 10:00 p.m., is that we have a disposition could where we mark the amount of time. When you get to the issue of hiring somebody or going through the Billing process and collections and what not it becomes a wash as to whether ITSDS worth it or not. We have the day they collected. It's a matter of whether it makes sense to go ahead and go after it.

>> The collegiality in our business is pretty important. We saw it and I have to use occupy as an example in Oakland where they were calling for it mutual and we sent a number of officers from other jurisdictions and we had to tell Oakland, got to send you a Bill and miraculously those requests stopped. It's not that they didn't need the bodies but a department of that size needs to plan with its own resources for regularly-planned event. What mutual aid is when you have an unplanned occurrence where you're overwhelmed and you don't have the resources to deal with what's at hand.

>> Thanks, chief.

>> This issue around the use of community service officers for evidence collection, taking statements, tasks of that nature. Is that -- is that fairly frequently used by other big city departments?

>> It is used by a number of departments, more so in the smaller organizations but many big city Police Departments use them and I'll tell you if you recall on a restoration plan that and the crime prevention special were our first adds.

>> And what inhibits our use of CSOs? The you asserting it's a meet and confer I were? Is that the concern.

>> That's one of the concerns. Funding is one because -- we're under our authorized strength now. We want to get to that point but when we move forward we'd like to see -- I would love it if the POA said, look, this is something we can accept because other people do it but they see this as taking police officer functions that should only be done by police officers when, in fact, I would echo council member constant, it's an add. It's something that can help. Taking calls the officer may not want to take.

>> Agreed.

>> Much rather have officers responding to high-priority calls. Question for Rick. Is there a -- without getting into the details, is it the city's position that this is a meet and confer issue? Is use of CSOs?

>> I eve E had a chance to talk to Mr. Gaza. I'm assuming it is but I'll let Alex come down and address that issue.

>> Good evening, Alex. It most certainly is a matter that's subject to meet and confer. That doesn't mean we can't do it. It simply means with authorization from the council we can provide advanced notice to the police officer's association and enter the meet and confer process. It's considered civilianizing. Taking duties currently sworn F done by sworn personnel and creating new positions that would be civilian staff so we would have to go through that process?

>> While it would be subject to the meet and confer requirement would it necessarily be subject to binding arbitration?

>> That's something that I haven't yet consulted with the city attorney. Given the modified charter section 1111 that defines what goes to binding arbitration and what doesn't, my initial thought would be that it is not something that would go to binding arbitration. But we'd still have to go through all of the. Meet and confer processes and mass. Mediation.



>> I know that next year's negotiation won't be easy with POA but it might be helpful for us to think about this as an issue we try to get attentive agreement on the front end, perhaps, so we could actually start to see if we could fill some number of gaps earlien.

>> As the chief indicated, there are two steps to the process. One is to meet and confer, but then separately as a budget item to add the positions. Under our reading of the current contract, we don't have to wait until next year to negotiate that. We had a provision that says if there are nay additional civilianization, YOOEND what's in the current contract, we provide notice to the POA and give them an opportunity to meet and confer. That's a process we currently are trying to undergo with the issue of backgrounding through the chief's recommendation of having an outside firm do backgrounding.

>> Great, thanks, Alex.

>> I think as the council member knows that's our position and you would know that there is opposite position on the other side and it wouldn't be without a fight.

>> Okay. Fair enough.

>> One other area of questions. As you can tell I'm focused on trying to see how we can provide more resources for the department,, as we all are. Chief, if you had a source of funding that would give you full strength group of officers to be responding solely to property crimes and parcels, that is, burglaries, auto Burgs. Would you expect to fully respond and investigate those crime which I rise we're not able to now because of the prioritization on violent crimes, would that have a residual effect on violent crime and crime that we would see? Do we expect the crooks to be the same crooks or is that a different market?

>> I think there are some overlap in the market council member but I do think there are a number of those that might be engaged in the lower-level property crime that are narcotic offenders. They may or may not be. That's speculation for me to guess one way or the other. But to your question, it comes down to -- we'll

prioritize even if we were given funds to do burglary work, that's not where our initial funding, we have a lot of other funding to go there.

>> I'm not questions the prioritization. Here's where I'm going with it and here's the question -- discussion I've had offline with Rick which is recognizing that we're challenged in terms of finding revenue sources. And recognizing that there maybe property-based fees. That could be applied that relate to police response and investigation, solely as to crimes in those -- as to those properties. The question is would funding for a police response coming solely from those fees obviously be restricted, would that really help us make a dent in the aggregate as well? Or would this be pretty contained. Whatever benefit we get?

>> Council member, if I'm reading through the lines like a P bid scenario.

>> Something similar.

>> If you met all the restrictions under 218, and --

>> The big --

>> Any additional resource that you put into a particular area to address crime, is helpful, in my mind. The question is -- how much and where does it cross the line into general law enforcement? So there's a whole lot of if's in there but the broad answer to your question is, yes, when you add additional resourcetion it allows you to do more to prevent crime and prosecute.

>> I guess what I'd like to ask is, for referral to the city attorney. That would be for preparation of a memo, presumably, the solely for the council, regarding whether a property-BAULSZed photo pay for police response to property-based crimes like burglary, vandalism to those properties? Whether that could pass muster under Prop 218? I'm not sure in FA requires a motion, mayor, or that can be a request.

>> I HAEP you'll probably get a series of requests for referrals and somebody -- what I'd like to do is take that package. Give the staff a chance to think about it and have them come back to rules with a mini week plan on how to handle the referrals and the sequencing and the timing. We'll take that as part of the --

>> Thank you.

>> Council member Rocha?

>> Thank you, mayor. I also want to thank the mayor for being reaccept TIF I to this idea. I think this is very valuable for me and I'm hopes it's valuable to the community and the administration. If I may ask, the police chief and this effort and this study session, was this more of a burden in terms of time and resources or did you gain any valuable information from this?

>> Council member, great question. The exercise gone through to be able to focus and articulate pore people to understand the business was incredibly valuable. Time consuming but incredibly valuable for us to talk about what we do every day. Its it's simple to us but when up to explain it to he bes of the public the way we operate, it was well worth the time and I thank you.

>> Great, thank you so much for that honest answer. I'll use this opportunity to share my opinion again on the importance of study sessions. And not approach them as a burden. And play the card of staff resources in time. There are a lot of important issues that we could be working on and should be working on and without going through this exercise there's no way tore me to know that. I recognize the limited resources in your slide show. That, again, but given that, to the police chief's point, we can gain value, all of us so I'm going to encourage my colleagues to support more study sessions in the future. I also want to thank the police chief for serving San José. This is my home and I'm great by indebted to you for serving. I feel like that about all the officers here and it's a great vocation and thank you very much. My hope was to come out this with did you did session was more actions going forward or not the blame game or what we have could have or would have or should have done. I'm glad the tone is look fog what we can do going forward. My

appreciation to the mayor for entertaining this idea and I thank Ni colleagues for supporting the efforts.

Council member Campos and council member Rivera. I want to acknowledge the board president and County supervisor. Thank you for your presence and for your leadership in the community on public safety issues.

Thank you very much for being here. And I do have a question for Alex Garza if you have a moment, please. Like many folks I hoped pension reform would not be disused ever again or in this study session but we can't get away from it, so it seems. As we move forward and make these potential hires and I know we've done some effort on the second tier, explain to me how they're going to be hired and what pension system they'll be going into.

>> As of September 30th, any employee that's a civilian employee, hired into our Federated city employees retirement system will be under tier 2.

>> Say that again?

>> Any civilian employee in the entire city, not just civilian Ms. The Police Department, civilians in any city department, those are employees hired into our Federated city employees retirement system. On or after September 30th, will be under tier 2. And that tier 2, is under the maximum limitations of the tier two within the ballot measure. Unfortunately, not been able to reach an agreement with either the San José police officers association or the San José firefighters union, IASS local 230, on tier two. We have proposed to each of them the maximum benefit allowable under tier 2, but no agreement has been reached and we're trying to get to binding arbitration to get that issue decided. Therefore, until that happens, police officers that are currently being recruited will be into our for expensive tier 1 benefit structure. As you heard indicate, there's concern of the amount of the cost, both the city and to the employee but until we get a lower-cost system in place for both the city and employee they will go into the tier 1 benefit structure.

>> I was playing this out in my head as we were talking about the new hires and potential hires. I'm thinking, let's just say hypothetically we get to a point where there's an agreement or we get resolution on the tier 2 level and the hires come in under tier 2. Until we get IRS approval or the legal issues are out of the way for

the measure B, our current employees, our current folks in the Police Department won't have an option or the ability to opt out of their current retirement system and into that tier 2 in the meantime so in some cases they're looking at 4%, 8%, 16%, potential hit, assuming we don't have it cleared up by that date. Let me finish. At that point, in my mind I'm looking ahead saying they might be better served to quit and then get retired the next day, other than the new one, if they're interested in the tier 2 model. If you wouldn't mind explaining that to me.

>> Absolutely in case anybody is listening who isn't tracking all these various issues, one is that tier 2 for new hires is not the issue subject to the IRS approval as you indicate council may be Rocha. That has to do with tier 1 and the plan that current employees under the measure B will be provided an option to either stay in the current tier, the more expensive tier and make higher contributions, or, as you indicated, move into the lower-cost tier so that they can avoid the increase in contributions. And that providing that employee that option is what is not only subject to the litigation that's been filed, but in addition, is pending IRS approval and the reason for that is to ensure that employee contributions will still be pretaxed. That's a very important element of our program. That's the part pending and it's, again, pending for two reasons. The IRS approval and the litigation that's been filed about measure B.

>> Okay. Thank you for explaining that much better than I did. The point still remains, my concern that the veteran officers we have, if they're interested in knocking out, they were I not going to have that ability and they may face even more pay deductions so to speak and we may be losing officers.

>> Absolutely. That applies, again, not only to police officers but our entire city workforce and again, part of it as the council authorized and put before the voters, a plan that allows that option and we certainly hope that that be put in place as early as possible to give employees that choice not to have more and more going toward retirement but allow that capacity to attend -- hopefully, then, go toward higher compensation. Higher pay.

>> Thank you for your time.

>> There was a slide that spoke to homicide and assaults. I don't know what the correct term is to -- the one we saw.

>> Can I can bring it up. The current year, 33 homicide to date, 19 of which have been solved. I anticipate more as we forward.

>> I was interested in how that I guess, compares to past years in terms of our solve rate. How are we doing on that front?

>> We don't typically measure until the end of the year. SOJ cases we might solve three or four more and you have to pick an end date. We're in the upper of homicide unit clearance rates compared to many other cities. We're in that sort of 75 to 85 range, sometimes as high as 90, sometimes as low as 70. But it's very, very high in part because we have great investigators but we also have relative Uly few numbers of homicide compared to other major cities.

>> The crime specialist position, how many do we currently have?

>> The crime prevention specialist?

>> We currently have four. We have shrunk down. It's an important classification that we have worked with them personally over the years and when we had a community services division and our vision, that is the question, they are that critical and that other ad, that PROOICHL ad is double the number of crime prevention specialists. Those are the people in 50E67 of your districts and I know you know them personally because they're at your meetings do neighborhood watch and coordination watch. They do such a good job but they need to be doubled.

>> I'll make a plug here. Thank you very much O'how many are your budgeted snore.

>> Four.

>> So we need double.

>> And then was their quest to add more in the last budget cycle?

>> That was our primary ad.

>> I can't remember how many it was.

>> I think we actually asked for three and what we would do because we went from a four-division structure with one per division. We're going to three. If we added three it would be a total of six plus one supervisor so you'd have the opportunity to have two per division.

>> Thank you.

>> I'd like to encourage my colleagues, city manager and mayor, when you get mid year to look at this issue. Hopefully we'll be wrong on our projections and our deficit won't be as we have it currently projected at like last year so my fingers are crossed that I'm wrong but I'd like to encourage everyone else to consider that item. The other one, you talked about burglary cases.

>> We currently have 60 detectives to handle approximately 5,700 cases we receive on average a year.

>> Say that again?

>> How many?

>> Two detectives, to handle approximately 5,700 burglary cases that we receive a year.

>> So then if I broke it down to a week, can you do it or I can do the math.

>> It's over H 2600 per investigator, roughly.

>> I meant a week.

>> Oh, a week.

>> I'll do the math later. I have this number in front of me. Now, the metro Yonel it in solely know cussing on the gang suppression, how much longer can we do it? This is going to also be bleed into another question of how much longer can we sustain the approach that we're talking in terms of using the over time? I know it's a short-term fix but what I'm trying to find out is, when is that date when we shouldn't be doing this any longer as a solution?

>> As deputy chief ESCOBEL alluded to, we put a 60-DAP window on it starting from when we started the third week in August, to see -- and enjoyed success. But we need an end-point to go back and assess what we need -- what's been 34RISHed and maybe we can back off and redirect some of those resources back to the more traditional role at metro which is quality of living with prostitution, low-level street level narcotics. That kind of thing.

>> When will the OT funding run out? Your budget for it?

>> A couple of different issues for it. Tracking very carefully, the amount of overtime and are in constant contact with Jennifer McGwire to assess when does it run out? We have a lot of vacancy save that was allow us to do that but the question is, we only want to use that that we need and I'm going to -- online if Jennifer is the appropriate person to call or into the.



>> May I hear that? I recognize the importance of the question but I'm concerned about public discussion about when resources are going to be constraining our ability to respond.

>> We have the ability to move dollars PRFity easily, you'll know. Queen if that's a --

>> Certainly we can always mover money from the general fund. I'm all little concerned about --

>> Jennifer McGwire budget director. I'm not concerned about providing enough overtime money for the Police Department for the year.

>> For the whole year?

>> For the entire fiscal year.

>> I had made a quest about the traffic FA it willties and I think the number was 32. That was for the city of San José. That was last fiscal year or calendar year.

>> Typically calendar year when it comes to traffic homicide and fatalities.

>> That was the attachment in the report. So the number is pretty close to RDS homicide rate was last year?

>> Typically seen in my career here, those numbers fluctuate but they're surprisingly similar over time and for no reason other than I can think of the size of the city and the traffic rate. With -- coordinated enforcement sometimes we drive it down and we've driven down the number of fatalities which is a good thing.

>> I'm very concern, clearly, traffic fatalities is a serious issue and so is traffic enforcement and given the way we've approached this issue of moving folks out of that we may expose ourselves to other fatalities, and to me, regardless of how it happens, is a lost life. So the value for Memphis is very high in traffic enforcement and I hope we all recognize it and I'm sure you do, which is why I asked the question. As far as addressing that, this goes back to the resource issue. But what's left for traffic enforcement?

>> We've -- I'm going to leave that for assistant chief --

>> As far as that one council member Rocha, one of the things we were doing in traffic enforcement unit we used the predictive an it willics model and they used data and algorithms to come up with the hot spots throughout the city and those spots typically are different depending on the day of the week, time of the week, all those differences matter so I Foye KUDS the traffic enforcement activities towards the hot spots and we're still doing that. GRAMPBT it, when we redeapproximatelied the traffic enforcement units they're back into the patrol structure but we can also use that information to the extent that we can patrol which is probably not going to be a lot based on the calls for services they can still use the information to do targeted enforcement. For the teams left in TEU that's what we're using to help direct their activities.

>> Just so I understand how to report this better. Let's say hypothetically a traffic accident a vehicle hits a pedestrian. How is that quantified? Is that a traffic or is that a pedestrian? Are they different or the same?

>> That would be considered a traffic accident. It would be reported as off traffic accident and come up in the data as such.

>> Off the to have of your head how many of those traffic accidents are car and pedestrian and how many are car-car?

>> Not off the top of my head. That goes back to my concern.

>> About the traffic safety and God forbid, school children and this just keeps coming to my mind, as the father of three that's the first thing I think of and that's why I think the value of M traffic enforcement is off the charts. I want to thank you and your team and all the public safety officer here in San José. You've done a fantastic job under difficult 'circumstances.

>> Counselor Oliverio?

>> Mayor, I want to thank, chief and the command staff your your good presentation. A lot of background and it made it valuable for all that listened, clear live invite the public and colleagues any time to the monthly public safety committee where we often brief and have a good candid conversation on a variety of topics. If you look back or if we're going to look back at this point in time in San José, I think history will look back when there was a challenging time for us and other cities with this fiscal environment and limited tax revenue but it wouldn't be unis your mountable. This has a great city and has the ability to pull through all its where with all or we wouldn't be here. I appreciate all the officers under your command that work a hard shift and do their best and diligent and come home safely and I think everyone appreciates that. It may not feel that way under these austere times but it's the reality we deal with and we don't have Tinker belle Topix PIX YEECHLT dust. I was amazed at looking at the different crimes that were recorded over -- back to when I was at state university. When I was in college, all the crimes in this city were more than they are today. And I think that's -- you can spin data any way you want and I'm sure crime meteorologists could give a dissertation but in reality, that's a point in time that I remember since I've grown up here, we've always had a city where people interact and things happen, sometimes good and sometimes bad windy've alwaysed that incidents and it's important to remember that. But I think in the spirit of moving forward what I heard from a colleaguig with we have the immediate, the interneed and the future. The immediate I see as the reserves and unlocking the potential of those reserves. Council member constant brought that up quite a bit so I won't dwell. I want to mention that the letter that was distributed to the council from the California reserve police officers association which has some difference in the chief but looking forward to the future to see how we resolveth these differences and take advantage of the opportunities. As I look at the dots in the

presentation, you had the different bureaus presented. And all of those dots have a variety of responsibilities of law enforcement. Not all of those required an on-the-scene dangerous present-danger situation. Those dots appeared very evident to me, thanks that as council member constant said, things a reserve officer could do. They are also things I believe a retired San José police officer could do. I believe that we could find a way and I'll ask Jennifer McGwire since she's here and I know you brought your two children so I want to make sure that you're utilized for spending your evening with us so if you could come down I'm going to ask you a question. The ability to take and we know there's a variety of great officers that have left that have an incredible amount of intellect in their head and are physically able people. They could come back at a retiree and work for the hourly rate, not occurring any more pension, but similar flip getting an hourly rate like a 1099. So my question now Jennifer McGUR, our budget director. If I look at the total burden and labor cost of a top tier E officer is and look at a hourly rate minus all the benefits, which one is less?

>> Of course, the hourly rate.

>> Okay, thank you.

>> So why I asked you, it helps validate that I'm not making up a story so I appreciate that so you got that. So think about it. You've served with incredible KOLG leasing. You you have U served with incredible colleagues. They want to retire. Travel and now they're bored and might want to come back and having an opportunity where they could come back, whether it's a year at a time so we don't make it a permanent thing but somewhere we can leverage it. Think about captain Kirby or lieutenant Carr. Some of those folks that could offer great incite and provide valuable opportunities. That could be something we could do immediately. The recruitment. The laterals, I think council member's Constance's referral should come back as one that's requested how we make sure these positions are opened. I would also raise as a point I've heard from several officers some of the psyche lodge cool services we use at the city, that there has been some hesitation on approving some people from the military. We have ten officers coming in this next class but there's been reservation that and Y50IR7B what it is, but I'd certainly ask the question offline or

something, especially on special forces officers, it would seem like a really good opportunity to have in San José. And as someone who attends neighborhood watch meetings in my district as often as I can, I think it's awareness, that residents must recognize this moment in time. And help the police by being proactive and not being a victim. If residents are you know vigilant and light up and lock down and all those references we made earlier, that's less we're going to exert on the police force. If this crime of opportunity person REEFLTZs that all the doors and windows are locked in this neighborhood, they'll go elsewhere. As soon as they find one house opened they'll assume the other neighbors do. Or the one person that leaves their iPad. And there's a level of personal responsibility that has to be taken and that's an important component on the neighborhood watch meetings. Broadcast loudly via the internet or at the intimate meetings we do. On the intermediate, I think clearly we as council have the budget priorities. Tradeoffs we can sell one to three golf courses and finally get RIDS of the Hayes MARNGS. Or we can look at how to allocate other services. As I've said before and it's not going to be anything someone's not heard before but if we change the staffing on fire engineering from three to four like every other city in the County that would net us 110 police officers and 40 police cars. I don't want to see a situation where we have a fire station that leave this is station point A three times a day or less than once a day and we have a police beat that's not staffed fully. That's a conundrum and I think we have to settle that. If we can't get there we need to look at expanding the Fire Department's responsibilities to either help police LAERMT more or code enforcement but we can't have the budget allocated to so MAUCH for something the data shows isn't fully utilized. And on 9th long term it has to be fiscally pragmatic. And it's painful in this period but if we get there, then we can increase staffing and then pay and a EP to that police force in the future fully allows the reserves, the community service officers, civilian and technology because inevitably, as you well know by having a records management system, it allows you to pull data, find data and do a lot of different things we might not be able to do so quickly. And finally, on the question, chief, on the nongang homicide committed in San José. Of the balance, what were domestic violence and WHARN transient homeless? The reason I bring both those up because I think it's very difficult, no matter how many police officers you have to avoid a domestic violence crime or a homeless transient crime or homicide.

>> Council member, again, of the 33 years, 123 gang related that leaves 20 left. I do not have off the top of might have head. I want to say domestic violence was four but rather than do that and guess, we've had a couple of high-profile cases involving transients as Yang you're alluding to but when you get to the number of 20 and split it up it's going to be handful, of, perhaps, each and some not related to anything else. So what I'd rather than tell you now I'd rather get the information to you fair live quick and we'll have it for you tomorrow.

>> I appreciate that and thank you so much.

>> Council member Campos.

>> Thank you, mayor. For Joan NIETTA is here, no, our police officers are not double-double lunches we just don't have enough of them and that's why we're here to change that. I want to thank the chief for your service your 27 years. Your dedication that you've given to the department as well as the city. Like many of us here on the council. We serve because there's this love for the city and I think we want to this love for the city and we want to do everything we can to ensure that everybody in our neighborhoods are safe and that they, you know, they can you know, live life with the least amount of worries at possible and that means safe neighborhoods and so, one of my questions, actually, a number of my questions have been answered but one of my questions, because, you know, I heard you talk about retention. So one of the things -- if you could comment and then lied like for staff to be able to come back with some analysis with retention. What kind of plan could we put in place for retention without having to sacrifice the quality? And I say that because I hear a lot of talk about reserve officers. And you know, reofficers back the fact of the matter is they're not is same as our regular, you know, beat officers. If you look at some of the data that attributes how professional our Police Department is, you know, when you compare us to it other four big cities in the state in terms of our department being sued because of PLIEFR interaction we're the lowest. And that's comparing us to Oakland, San Diego, San Francisco, Los Angeles. And that's because we have the best-trained department. And I don't think anybody out there wants to see us sacrifice that quality just to get

quantity. Because quantity is not necessarily going to make us any safer. So could you comment on that, please?

>> Council member, what I'd like to start and say because the reserve E issue has come up a number of times and I don't know how deeply you want to go into it in response to your question but I'll say this. The reserves are the incredible asset to our department. The oldest reserve unit anywhere. They're out there 16 hours a month. Ten has to be in a patrol car with other officers so they do provide tremendous service. The concernless I have and there are many and I don't have to go into them all. These are not full time officer. Perishable skills. One day a month. The other officers are out there all month. That increases the risk. It doesn't mean we can't manage the risk and there are some assignments that the chief recognized that we might be able to put them in the front lobby or some of these other assignments but general lip speaking as the patrol functions to have reserves out there on a regular basis Christmas Eve concerns. I voiced them to this council and others that doesn't mean we can't manage it and it doesn't mean we can't around the edges make changes but I just don't see the replacement of true volunteers stepping into a regular assignments to police our city. And the last comment I'll make is with respect to our loss payout we're the lowest. Rick Doyle can tell you first of all we have great city attorneys. Particularly the cases that we've gone to trial most recently, I'm tremendous legal week Helms us but it is and they'll tell you our officers going on the stand and testifying effectively lived and doing the right thing does keep that DOST low and there's a dollar value attached to that and that goes to our educational level and the quality of our applicants.

>> Secondly, again, a lot of might have questions were answered. I don't want it to be lost that you know, if you did a comparison between 2002 and 2010, the average of beat officers on the treat. The average is about 1,066 and based on the latest data I had requested, we have 818. So I think that, you know, one, excellent question from council member Rocha. What happens, now you know, in 60 days, when the resources are -- well, when we end.

>> Period? I'm pleased to hear -- when we end that period. I'm pleased to hear from Jennifer we can continue until the end of the year but what I don't want to see, 60 days gone and with all the extra work we've done each E gotten a handle on some of the vie LAENS and the issues we've had in the last month and then it spikes up again. Again, we're just repeat what can we already know we need to do. And I know it's a resource issue, but I mean, I think it's a matter of prioritizing. And I think that we need to -- we can't sacrifice the safety of the public. So you could just comment on that. What happens after 60 days?

>> Council member, the 60-day period is a period to look back and evaluate. It doesn't mean we'll stop and as Jennifer McGwire talked about there's enough money to get us through the fiscal year and I see us staying at the same level but if we're able to divert some areas, perhaps into say different areas like the quality of life alcohol LUMs we might do that. We're trying to see where we're most effect. But the truth is we'll need the pay cars to have the overtime otherwise we will have another spike but that leads me to the concern of the burnout. You can only do that for only so long. We have a window until we get some new recruits. We have the direct entries that will be out in the field training program at the end of the year. That's a brief respite. That helps us. Until we get the bodies and numbers coming out of the academies we're working a lot of YOOEFR time and I'm concerned about the safety of officers when they continue to work that many hours.

>> Is it safe to say around 1,050 to 1,075 patrol officers officers, is 245 where we should be?

>> We pulled out in a lot other units and young it's more helpful to talk about overall staffing where we were. Again, last year in this chamber I talked about 1100 being on the floor and that is 1109 as where council set the line. We're losing and we're now in the that 1050, 1040 range and we're seeing the impact. I think our experience shows us that 1100 isn't the right number. It's not high enough. I think the council directed us to get us restored to January of 2011 levels which young is roughly about 1250 and that's probably where we need to be to deal with a lot of our issues but I understand we're not prepared to do that. We don't have the resources they'd but in light of everything I've seen in the last year that's probably closetory 1250.



>> So part of what I'd like staff to come back with as well, do analysis, a timeline, as to when we could get up to that number? We need to have a goal to get to. If not we're just spinning our wheelless. Lastly, question for angel if you don't mind coming up.

>> Thank you, chief. And thank you to your command staff as well as, you know, all members in the department. I mean, I think it's a testament of how much you all care for this community. Angel, there is an emergency reserve fund for services and keeping community centers opened. What TRIGGers the use of that refund? And do we -- are we real conservative with that reserve fund? Or are we using it to the levels that we know we need to use it in order to keep kids safe?

>> Yeah. You are correct council member. We have a reserve fund for times F such as these. We have approximately \$200,000 in that reserve. We've used about \$130,000 of that. We have about \$70 or so left. That's -- those are the funds we used to, for example, activate the late-night gyms. Funded the late-night gym operation through the end of the the fiscal year. The second part of your question, we're -- I would say we're pretty moderate in terms of the use of these funds. We have to budget these over the course of the year. We need to make sure we're not spending it all at one shot because then if for whatever reason, God forbid, we have another spike or situation, we want to be able to be nimble enough to reallocate resources. One of the things we do do is, even before we go to the reserve fund, we make sure we exhaust all existing funds that we allocate through San José best and using a lot of our partners. We yourself emergency reserve as the last resort for very specific efforts.

>> So also, staff can come back with a analysis of and a plan to be able to, one, leverage those funds with other sources along with the County, as well as nonprofits that are -- that could possibly be focused in some of our hot spots and I merging hot spots. One of the areas that comes to mind is water LOOPA church area in May fair. A lot of stuff is happening over there. There are a number of locations that that could accommodate providers. There's the church itself, the may fair center. There's a number of churches throughout. If we could see what kind of partnerships water able to form and doing the exercise in all of our different hot spots.

>> Okay thank you.

>> Mayor.

>> I want to thank the chief and Police Department for the extraordinary job in responding to the violent crimes that are happening. Traditionally and over historically in a meeting like this we tend to see more members of the public coming down here and I would assume most of them were criticize the Police Department for not responding adequately or in a timely manner but we didn't see that tonight so that really speaks to the timeliness and effectiveness of the Police Department. So I share the public sentiment as well. Some of my colleagues here. I just want to explain a little bit to council member Campos' comment. Obviously, in the month of August, some of the incidents that happened actually happened in the foothill division so that truly impacted my district as well as council member Herrera and Campos. Just to be focused on that, this area is traditionally treated as a gang hot spot. It's been for a long time and it's not going to go away any time soon no matter what we're trying to do out there and we have great collaborative efforts among the faith leaders as well as community members. One of the things that were brought up by a lot of the community members was that in a time like this, when we have members of the gang prevention task force act Stating their community crisis response protocol and they're doing a tremendous job, thanks to the leadership of angel Rios and his team. The question was, can we utilize a community center or, perhaps a church as a temporary policing center so that we can have police officer there as well as members of the task force to provide service, counseling, to those that have been affected by the crimes or people just want ask general questions right in front of the police officers rather than having to call down to the Police Department. And this can be used as a very temporary mechanism to resolve and to ease the fear among members. It's not a long-term solution. We definitely don't want this to be a long-term solution. I think something we can address immediately, is the tension and the fear among residents.

>> Vice mayor, that's a great idea. We do that informally now. We have a very close working relationship with the San José Police Department and we make community centers available to them, whether it's to

write the reports, whether it's to JIES check in. We know that -- even having a patrol car in the vicinity, especially in a Gage hot spot area is very valuable and important and in terms of deterring crime and violence. We data informally and look at that more intention alley and look at doing more of that.

>> One of the things that I heard, and again, more accolades to members of the gang prevention task force as well as the Police Department with the pro active in terms of the outreach workers and they have to work overtime in order to accommodate community members in these difficult times. And, of course, the opening of the gyms, late-night gyms. Moving forward that was helpful and on the notion of community involvement, a share the mayor's comment in regards to this is the time for the community to get organized. I think it's really difficult to just, you know, put all this on city staff and the Police Department when we serve as the eyes and ears of the community. I think the parent project that was started by Julia MENTO, the attorney in the DA's offers and now awe judge, that's such a powerful program. I wish more people were engaged in a program like that. Can you just talk to, sort of, what we can do moving forward in terms of trying to get community more involved in that kind of program as well as looking at, perhaps, having more neighborhood watch and crime prevention meetings in the neighborhoods? And, perhaps, have also, the participation of the Police Department?

>> Sure. Vice mayor, community engagement is key, right? One of guiding principals of the strategic plan with the mayor's gang prevention task force is this is a community issue that requires a community response. That's one of the driving principles. We realize the city and PD can't do it itself. We really need to have this partnership with the community. We're fortunate that we have huge support. A vast network through the gang task force. In fact, even as we activate the eye sis response protocol and even before act Stating the protocol such as that we're not waiting for an March to involve community. So we're in direct contact with different neighborhood associations and we have a vast database and we have a huge e-mail blast that we give that we send out. One of the things we're doing is we do have a community engagement subcommittee as part of the policy team and one of the things the subcommittee is looking at and -- Co-Chair it so you know this better than I, we're really OOKing at how do we continue to engage even more

folks? We're not resting on our laurels. We have a vast note work but we need to expand it even more specially during times like this so our intent is to continue down that path.

>> Great, thank you.

>> Council member Herrera.

>> First of all I want to thank our police chief and, also, I thank you for your years of service for the city of San José. And, also, deputy chiefs for the excellent presentation tonight. I think it was helpful to all of us up here and helpful to those of you watching this at home. I think there are people that may be watching this and those that came tonight so it was a really good explanation of understanding how the Police Department works and giving us firm numbers and understanding of what we're seeing. I just want to say thank you for the great effort, too, in terms of getting a handle on the recent crime spike. The homicide and other things. Obviously, what's been done has been very effective and it isn't the first time, any time we've had crime spikes in the past. This Police Department knows how to get the job done. And anybody out there that might think that we're going to let the pedal off the gas and that this city would be opened to having more crime, they better think twice. We're not going to you a date certain when we're going to stop doing things. We're going to be doing things all the time and we're going to go after the criminals and make sure the city is safe so I was happy to hear Jennifer McGwire firmly state we have funding through the end of the year and I think this council and this Police Department and this community won't tolerate increasing crime here. We're going to do everything we can and we're going to make sure our city is SOOIFR. That message should go out loud and clear to anybody that's thinking about coming here or being here and committing crimes. Anyway, we have the best Police Department in the country. I'm very proud to be part of the mayor's gang prevention task force and Co-Chair with vice mayor NGUYN. We're in the process of getting them signed with churches and other faith-based organizations in the hot spots so they can participate and be part of the response and working with our tech team and working with the Police Department. Myer, incredible work. Parks and recs department, I can't say how fantastic our gang prevention task force is. We know the department of justice comes here and we're a model throughout the country. It's for a reason, not just sound

bites. It's because this group those how to get things done. If anybody think the gang problem will completely disappear, I don't know that that would happen. We know how to manage it and we do it better than probably any place else in the country so I feel confident in how we're handling that. That issue. As far as why we have crime, I don't know. I've heard lots of experts talk about it and I don't think we have the answers to exactly why we have a spike here or why things happen. We look at the economy and it's down. There's people unemployed. Is that why we have more burglaries? No. I've been told that's not the reason. There's lots of speculation but we don't know exactly why. One thing we do know is we have fewer police officers. They're working very hard. They're work overtime and they're doing an incredible job and we need to make sure that we can do everything we can to bring more resources to bear. YOOIRNG it's already been discussed -- I think it's been discussed all the options, short term, medium term and long term. I support most of what my colleagues have said and I've been I believe pressed with the great solutions that have been brought up here tonight. I just want to say that -- I want to emphasize, the community role in this, too. And it's been said, some folks in the community, not having a quick response to a burglary call, some of those might have gotten the discouraged and think they shouldn't call the police. Let me re-enforce and chief I hope you'll say that, too. Just because some of the protocol in handling burglaries might have changed a little bit because we're putting more emphasis on priority-one calls doesn't mean you shouldn't call the police. You should. That information can be used in collected and may end up solving a crime if there's a pattern of those and I'd like you to address that to answer that. People should call the police when they have a burglary when they have these issues.

>> Council member, I can't thank you inform for raising that particular issue. It's a message we have to repeat every day to PLEBS of the community and those that might be watching this on vision. All though Ware not able to respond in as timely a fashion particularly to the lower priority crimes we absolutely need those reports. We need to know the who, what and where if you have it and it may, in fact, solve your crime. It may not. It may saver other people's crimes. You may report it online but it really is helpful and I've I heard the before. Why should we report it if you're not going to come? We need the information and it may, in fact, help us with a large string and reCLOFR a lot of property and I appreciate that.

>> You shared with me a couple of examples where that exact thing had happened so I wanted to re-enforce that. Participating in neighborhood watch and working with your neighborhoods. Ultimately it's community and working. Neighborhood is one of the most important ingredients of keeping our community safe. And that police community relationship. That police officer on the beat relating to that community is so critically important. And that end of morale is very important. So I want to thank the two folks that came up to talk about the barbecues. Kathleen and Christian tame AMD talked about the barbecues. That might sound like a simple thing but thing that's a wonderful thing and I'm an honor to be PAMPing in it and I hope other also do the same. We need to do the simple things to re-enforce community police relations and frankly, so the police officers can know how much this community really does appreciate the work you do. Because they do. We all should. Finally, I wanted to say that some of the ideas, I mean, part of what we need to keep focusing on, too, is being innovative and this FLIS department is and some of the ideas that have been brought up, the use of reserves, I support that. The use of community service officers and crime prevention specialists, those are important. I had a question about how we are doing the duty for folks that are doing the background, right now, TDY duty and how long they are on that to do the background before they get released back to patrol or wherever they came from?

>> Council member, japanly the backgrounding process takes about six months. So general lip speaking, those officer from the bureau of investigation and bureau of field of operations are tracken out of their patrol assignments or bureau assignments for about a period of six months.

>>nd al know there were other departments. We have currently 17 -- 16 or 17 right now doing backgrounds?

>> That were out of patrol? Is that --

>> Actually, go ahead. Sorry.

>> There's nine out of patrol and three out of investigations.

>> Okay. See I'm just really concerned. I hope that we can I really support if idea of coming together and figuring out a way to return those officers to patrol. That's another 42 you said we need to do back GRUNDS for the communications center, right? So those would have to come from somewhere, too. I hope we can come up with a resolution so we are make sure we're utilizing THOEFS officers out in patrol where we really need them and I support using retirees. Being creative in finding other ways so we can do some of this work so we can maximize the number of officers on patrol and not put so much pressure on our existing force. I'm concerned about the existing officers that are out there and the pressure that they're under in terms of working overtime. It's nice for a while but we want to make sure we don't burn them out so we need to find these solutions. In the future as we begin to work through the budget, finding ways to retain, finding incentives and ways to retain our officers I just want to say that I really believe moving forward that we'll get through this and because I believe in the Police Department. I believe in the people of people of San José and the leadership of this city. And I know that we're going to get through this tough time and come out on the other side of it a better city. Thank you. .

>> Mr. Kalra.

>> Thank you, chief, for your service. I'm thankful for it. I just want to go over some of the questions points raised in the presentation. There was an indication that there's seven to eight candidates that may be expected for the February 13 deputy chief went over this portion of it as deputy chief's bureau of technical services. And there was a mention that it takes six months to process the specialist and 12 months for a dispatcher. Can you just, for my sake as well as the public's sake elaborate as to the distinction between the two and the reasoning for why there's a difference in time for training something.

>> Absolutely. The communication specialist is a person who's answering the phones and initially triaging. That was in both those scenarios that was a person taking in that information. What then happens is they enter that into the computer-aided dispatch and they send that to a dispatcher. So the dispatcher is the person that controls the radio channel and gains the most updated information. And communicates with the

police officers. The difference in training time, it takes six months to get the communication specialists through the training academy and much like SWOORN office SERS go through an FFTO program. We have a CTO program where they go through a program where they have trainers as well. After that, if the person is a dispatcher, dispatchers go through that as well at first. And then, we without them through additional training and they, again, have more of that FTO/CTO training where another person sits with them and helps to train them so that it takes them about 12 months to be fully functional.

>> Okay, thank you. It's sad to see so many have left. You indicated that nine have left since January as opposed to two in the prior year. And I know that some of us had the opportunity to see what the training was like and see the caliber of these individuals. So I know that has an impact on the officers out on the line, the patrol officers. The ability to have qualified and not year burdened overburdened folks on the line, especially with the simulcasting which troubles me, especially since Europe expanding the hours well into the daytime. And as you made clear, that Butts a lot more pressure on -- that puts a lot more pressure on some of those in communications. Thank you.

>> And then, I just wanted to for the deputy chief indicated that you hadn't heard anyone say code three is fearless. Do you have any part? That you're referring to? I don't know if -- I wanted to know if a layperson could understand or if you can elaborate what that means and why it's so TROOIBLing with the officer that was in an altercation with someone trying to get their gun?

>> Right. It was exactly that. If we have any. It's that mindset we talked about. The lack of resources and knowing the problem and they know the resources that have to be taken upon the scene or incident and then being involved in an incident in this case, a struggle with a suspect attempting to take an officer's gun, so I think that mindset, thoughing that staffing is lower than, probably, what they would like to see, obviously, and then making that comment over the air, so it's open oh that was in reference to that.



>> I imagine that also leads to the morale issues, the psychological and the stress issue obviously caused a much more stressful environment knowing you might not have the backup that you would have expected in prior years.

>> Thank you.

>> And in regards to the some of the data, I'm looking at some of the data and I know that there was reference to the level of some of the clients we're seeing now and in fact, if you look -- I know the mayor pointed out the comparison in 2002 where I was violent crime as a whole. But if you look at some of the numbers, it's quite staggering, including the burglaries. We haven't seen these numbers since the '90s, materially '90s, that was a time I don't want to go back to. It was when we had some of the worst gang problems in the nation and we turned it around around part of it was the mayorses gang prevention task force but I think it was the entire of mindset of the Police Department that real hill helped to turn it around. So we know how to do it which is a good thing. No question we know how to do it. We've done it before. But looking at, for example, robberies, which, of course, is a crime of violence. We're on pace to have the most had since 1992. And again, I'm not raising that to alarm folks except that to say that these are just normal ebbs and we don't know what's happening and these ebbs and flows. There's numbers that that's not all that's going on in terms of the issue of recruitment, recruitment and retention. I think they go hand in hand in this case. Many did in the past. In the past we were able to recruit and have a good confidence that we would keep those officers at least for the long haul, most of them. Now, it's not just a matter of being able to recruit classes, but actually keep them here. It was referenced to some of the information being aaneck to theal but data. The data I heard was people are BAEBLly leaves and resigning from our departments more so than retiring and that's the scariest number. And it's scary quite simply because it guise to be opposite. And when I look at the data regarding some of the recruitmentes, the recruitment efforts it looks like we had a good class in terms of numbers but have we seen larger classes that that in terms of pools of applicants in the past? In this case, the total applicants with 579 qualified. Is that equip F typical? More or less from the past?

>> Council member, it's been a couple of years since we've had academy classes. It would be difficult to compare today to two years ago but we have had more applicants in the past. However, I will say that at the academy, the total amount of candidates that they would be able to have taken was 60. That was our goal. And we took 104 candidates to the hiring board and of that we selected the best of the best. And obviously and what we got was 51, which was a very good amount to send.

>> And there's two issues with that that raise a concern. First of all, I'm appreciative that we're still keeping our standards high. We shouldn't relent on that. Seen the product and many of you that are here are part of that. What it means to have a good, high standard. But I know chief Morris and chief GOD YEECHLT are laterals. The lateral number seems very low. I don't know if we've typically seen higher laterals in the past. But I know that made efforts in the past to try to really make an effort to do laterals and I'm sure we did again this title. Is there any explanation as to why that number is so low? Only one lateral?

>> I can address it head-on. We won't see the lateral candidates given the current conversation. The take-home pay is not KPET with other organizations. Where we're seeing success and something we haven't done before is these direct entries, we take great pride in hiring these people and putting them through our academy but because we have a need that's urgent, direct entry those that put themselves through but it safe Is time and money BUP we won't lower the standard. I don't see us having have many FR many lateral applicants that we would want any time soon.

>> Is there a point that we'll have to drop our standards?

>> Not while I'm chief and it won't be very long I would never recommend that to this council.

>> And the -- regarding the issue of -- the issue that was raised of reserves. Especially for those in the public maybe watching and they think, oh it sounds like a great idea. Put reserves in there. We have to have the context for the departments are doing. If other departments have a higher ratio, they have more officers, the reserves can be used and utilized to assist the officers. L.A. was brought up. They have about

3.8 million people. 10,000 sworn officers. So when we get to 2.25 officers for every resident then we'll talk about the reserves. To use reserves as a core part of our policing, is a very scary proposition. Not as councilman constant asked us to respect the reserves. I start with respects our actual sworn officers. Understand, yes, we can use reserves, but not for our core policing, even though other cities may use them in different divisions or departments as part of the YUN NITDs of core policing their ROOISH yours are much higher in terms of sworn officers so they have the luxury to be able to use the reserves in a much more broad sense. Than we do. We're lucky we have a good reserve program but let's be honest about what we should be using reserves for and what we shouldn't be using reserves for. You talk about the pay and compensation and we know our officers aren't being compensated enough. I think part of the issue is we know that some of these oh of they're hearing the same kind of rhetoric when it comes to community reserves or can we use more or have more civilianization and time and again, the POA will block it. The union's going to stop it. And look, we're not going to be able to accomplish anything if unless we get rid of the attitude. It's just not going to happen and it's part of the attitude that's gotten us where we are. And why would they want to work with us as one of the members of the community said, any one of us want to work here after what's happened? And the answer is probably -- I guess it's a rhetorical question so I don't need to answer it. But in terms of looking at the reserve officers or looking at other options, that's all the playing around the edges 'it's not going to answer the question as to how we got our Police Department back to a place where we feel confident we can provide our public safety services even close to how we used to before. And we talked about pay. I don't trip it's just the pay. Aids a part of it especially when it gets competitive. How much the officers are told to put into retirement goes to less pay. How do get more money in their pocket. But it troubles me when we continue to talk about -- it seems like we're talking about numbers on a spreadsheet and that's part of the problem. We talk about hiring reserves for \$1 an hour or bring in retired officers SERLS to work at AFD hour live rate versus what they would get as a sworn officer, as if any retiree would want to come here after what's happened in the last couple of years, that's delusional. But even talking about, again, the incomplete picture. If we got the Fire Department fire engines down from four to three that will us X amount of money. Just because every other city does it, every other city has a lot more staffing than we do. The city of mountain view has five fire stations for a population of 75,000 and they still don't have the same amount of calls as station number two. That's why our response times for the Fire

Department is so far behind national standard. We have to take things into context as to what's happening here in San José and not just say, those -- that's doing that and that's do that. Put all those things and do all those things because it will saved I us money. If it doesn't make our community safer in the long run, allow us to have qualified officers in the lounge run it's simply not worth it. I haven't heard the solutions that others have alluded to. The last point I'd like to make in regards to the report, this speaks to the most relevant piece of the information that speaks to what's happened to our department from going from a proactive to reactive department and it's cause for service. The officer initiated ones. And in 2007 BSH 2008, we had 218,000. We've dropped 100,000 since then, almost in half. That's real policing. When you have officers that have the ability to be proactive I in police work, that's when you get are able to accomplish -- to have real accomplishments. I know that the mayor -- alluded to about the pension and how much we owed but the policy decisions we made created a lot of that fiscal trauma as well by trying to make up for 20 or 30 years of bad decisions that createrd pension liabilities in a handful of years and putting all that stress on our current workforce. That's what painted us into the corner that we got painted into. So it was the decisions up here that were made that caused us to be in the short term year to year physical dilemma and I know I'll probably hear the same conservative rhetoric of -- don't kick the can. Or you know, put it off to the next generation. No one is suggesting that and no one ever has but I think we should have -- it should have been a more tempered response and I think we're seeing results of that on and off.

>> Mayor Reed, if we may Knick one clarification.

>> Certainly.

>> Council member Kalra, I wanted to correct something WROONG in the memo we caught this morning in an earlier meeting. On the numbers. While you're exactly correct that the number of officer-initiated calls received and number of car and pedestrian stops have significant lid decreased those numbers are incorrect because when they did the table day they forgot to add the two columns together so it should really read for fiscal year 2011-2012, 198,398, which, again, is still lower than it had been in past years. Last year was 253, 147.

>> Our apologies.

>> So the number is accurate? You look at attachment B, how the numbers come up, the number of officer-initiated calls received and the number of car and pedestrian stops received though should be added like they were in the 2007-2008 column and for some reason staff had forgotten to add the second column so we fixed those numbers and we have an updated page for all of you as well.

>> I'm very glad to hear that. Because that's a very scary drop, if that were the case. So it's dropped about 60,000 since last year?

>> That's correct.

>> Thank you.

>> Council member constant?

>> I want to go back to this reserve things since we beat it up a few times. I mentioned LAPD and a bunch of special agencies but this were some I didn't mention 37 chief, you made a comment you had true concerns about reserves working patrol and they can only work -- they can't work by themselves. First, I want to correct you because they can work by themselves. We just don't allow them to. And but I'll tell you, I'm real concerned when I hear the chief saying that you have true concerns about our reserves. And, you know, I know that's been apparent to me for a while but this is the first time I've heard it come out of your mouth. And I want to ask when we we've had department reliefs which had a number, have you had those same concerns?

>> I have. But -- hang on.

>> So you had those concerns yet you went ahead and staffed our city with those reserves anyway and went way below minimum of staffing, but you had those concerns? I think that is, if that's truly your belief, and I got a real problem with that. But I'll tell you as a former reserve officer who donated over 500 hours a year to this city, and on behalf of dozens, if not hundreds of them that I know throughout this area, that is truly insulting. And I know when I was a reserve training officer, many of the guys that came to work with me WOOLRked every single week. And I saw them on our teams week after week after week. And if you have those concerns about those officers you should terminate the unit and stop with the significant number of the beats in this city staffed by those people. I'm truly shocked by that comment.

>> I assume you're finished? Let me share with this council member. Never has it intended to be an insult. We have some of the finest reserves out there. So please don't take it any other way than that that. With respect to the department on Kelly and the other events where we call them back, these are people that don't necessarily work all the time so we put them with other people. We make sure that they're well supervised so they get the support they need. They run into situations every single time and I know you did it as well but you're not as comfortable when you don't do it all the time. You're not as familiar with the jail. All of those things but we provide for that with other people to make sure they get the assistance they need, so whatever concerns I may have to do with overall welfare of the officer. With respect to the service they provide to our city, I've never, ever denigrated that. These folks have done volunteer service for us at a time when we needed it most. Don't put words in my mouth, please. Our reserve program is one of the finest, the oldest. But I have concern to make sure the risk is managed appropriately.

>> I didn't put words in your mouth they came out of it. 3WU I want to say if we United States utilized our reserves like Haywood, Contra Costa County, LAPD, our officers would have the experience and they would have the training and they would be working on their perishable skills. And there's been such a negative connotation to our reserve unit for a number of years before you ever became chief as well. And I think that it is something that we really need to change in this city. And now I am done.

>> Council member if I may just respond. One of the things I did when I came in here, we had to go to the layoffs. And we bought a lot of those young people, offered them spots in the reserves. It was a great opportunity for them to learn and slope those reserves that didn't have the opportunity. We had a lot of people that didn't participate in the mandatory title on the street. We actually did clean up the program quite a bit. A lot of people left that program. Those that chose to stay have told me, look, we're very glad you did that. A lot of folks involved in this were involved in it for wrong reasons. We wanted to provide them training. They were not comfortable in the field. They were not week by the regulars. One of the things I told them is we want you to be welcomed and work with a team. We want you'll to get comfortable. Those that have engage at that level have done great things and I'm very appreciative of that things. I must take offense of the remark that neighbor that precedes me is being anti-reserved. That's not the truth. I want to make sure those engaged and want to be HEERP are well trained and feel comfortable on a beat structure.

>> Officeer is Liccardo?

>> Chief, I just want to thank you for your leadership and service. YOU'VE been a breath of fresh air in this department and I really appreciate the leadership YOU'VE U shown at a very, very challenging time and I think the city of San José and the residents should be grateful to you and should be comfortable with the fact that you have U got a great BOENCH. Great leadership around you. I've worked with almost all of the folks who are seated here to my right and behind you. And I'm confident we're going to continue to be in good hands. But I wish you well as you think about you were next steps.

>> I just wanted to make one small point which is, as we look at data going back to 1979, as in attachment A, this has been referred to a couple times. As I recall, when they passed that tax in the myth '80s to pay for more KWOPS they started hiring roughly in '87. So built time '91 or so rolled around, the staffing halt come M to a left that pretty well met the high level of revenues that they were seeing in the late '80s and early '90s. We capped out in homicide in 1991. I know we had just started a recession at that point but clearly resources were not yet short. 53 homicide in that year. I guess the reason why I point to that, there's larger

forces here at work. And we have to be mindful of that. There was a KROOIRK epidemic in the late '80s. It wasn't just in this city. It wasn't that this city had a gang problem, the entire country had a much higher homicide rate. The entire country had a much higher violent crime rate. Demographic factors about who lies within the key ages of being male and between the ages of 16 and 24. We know those are the folks who are committing the most crimes. I think it's very dangerous for us to look at individual years, look at spikes in crime and say -- we know there's a clear causation. No we. Everybody here would love to have more cops. We all think it's critical and we have an incredibly dedicated, committed department now and we know they're doing enormous amount with not nearly enough resources but nobody can SKPLAN why we only had 20 homicide in 2010. That's beyond explanation. WRP very short on resources. At one time we had well over 1200 and we were well beneath that in 2010 and homicide dropped enormously. There are huge fluctuations and I think before we throw around blame for how numbers mover, I think we need to take a breath and 'just focus, first, on the solution and I'm really great. For the way so many of my colleagues and the chief and assistant chiefs have all focused on how to move forward. But I think we also need to take a breath and avoid the finger-pointing for now. It's not going to get us to any solutions. And frankly, I recognize how daunting the solutions are, but OOIRM cheered that I think we have a few options here on the table and I'm confident we'll move forward.

>> Okay. I think we're at the end of this. We've had several requests for referrals. We'll give TI managers and staff to collect those and come back. We didn't have a huge number but whatever work plans that needs to be done to respond to the referrals is the next thing. City manager, I'll you the last board.

>> Thank you, mayor. I just want to close by, first of all, thanking the council and the community for their attention to this important topic. And by, maybe, echoing what council member Rocha mentioned. These study sessions are very, very valuable. They do take work and imthank the chief, assistant chief, the deputies, and all the support staff for putting such tremendous thought into this. This idea of telling their story by going through the work flow and the integrated parts was their idea. And they put a lot of time and attention into it and it really paid off so I want to thank you for that. I wish you all the best as we move forward. Thank you.



>> That concludes our meeting. We're adjourned.