

Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: Christopher M. Moore

**SUBJECT: UPDATE ON POLICE RESPONSE
TO RECENT CRIMES AND GANG
ACTIVITY**

DATE: September 14, 2012

Approved

Date

9/14/12

PURPOSE

In light of a recent spike in certain crimes and gang activity, the City Council has scheduled a study session for September 18, 2012, to understand the nature of this public safety issue and City responses to date within resources available, discuss alternative strategies to maximize public safety including consideration of responses to questions posed by City Councilmembers, and discuss next steps. This memorandum provides background information in preparation for the Study Session. This information will be amplified through the power point presentation and staff discussion at the Study Session.

CONTEXT FOR THE STUDY SESSION

In late August, there were nine homicides in San Jose, including four that are gang-related. Given the sensitive environment of strained City resources in which these unacceptable incidents occurred, the City activated a pre-planned Crisis Response Protocol to mobilize City and community resources in a coordinated effort to disrupt gang activity and ensure that our community can be confident that San Jose remains one of the safest big cities in America, and a nationwide model for combating gang violence. Based on our extensive and successful experience from similar spikes in violence that have occurred in past years, the Police Department fully engaged in gang intervention and enforcement activity in concert with the Mayor's Gang Prevention Task Force and with our many partners in law enforcement and in our community. The Department implemented a coordinated effort to swiftly identify and apprehend suspects to prevent additional violence by conducting police sweeps and other actions to disrupt gang activity. Further, the Department collaboratively engaged with other City departments, community service organizations, social service agencies, and schools to increase visibility and deter violence in the community.

Because of the urgency created by the atypically high number of homicides in a two-week period, this effort became the highest priority in the Police Department. While recognizing that both short-term and longer term issues must be addressed, the following actions were immediately taken:

- All available officers were assigned to patrol duties in order to ensure appropriate response and investigations.
- Overtime funding was renewed to ensure that we have sufficient police resources to implement proven protocols, including "overtime pay cars" that can quickly respond as needed to increase police visibility and provide backup.
- The City's youth intervention workers from Parks, Recreation and Neighborhood Services (PRNS) and other MGPTF partners were deployed into the impacted neighborhoods to work with school officials, faith community, youth and their families, and neighborhood leaders to de-escalate volatile situations and provide aftercare and "cooling off" opportunities that help prevent retaliation and further violent incidents.
- PRNS activated five "Late Night Gym" sites in order to provide alternative options for gang impacted youth. These sites are open once a week and are strategically located in targeted neighborhoods.

We also acknowledged that our focus on stopping gang violence involves short-term tradeoffs with other Police Department priorities and resources. Recognizing that we have fewer officers in the Department today than in past years, intensifying our response to recent violence means that in the near term we were not be able to maintain levels of service and response times for other calls for service. We have therefore continued to ask our community to be engaged, work with their neighbors to monitor suspicious activity, help each learn more how to prevent crime, and call the Police Department's non-emergency line to provide information that can be critical to catching offenders.

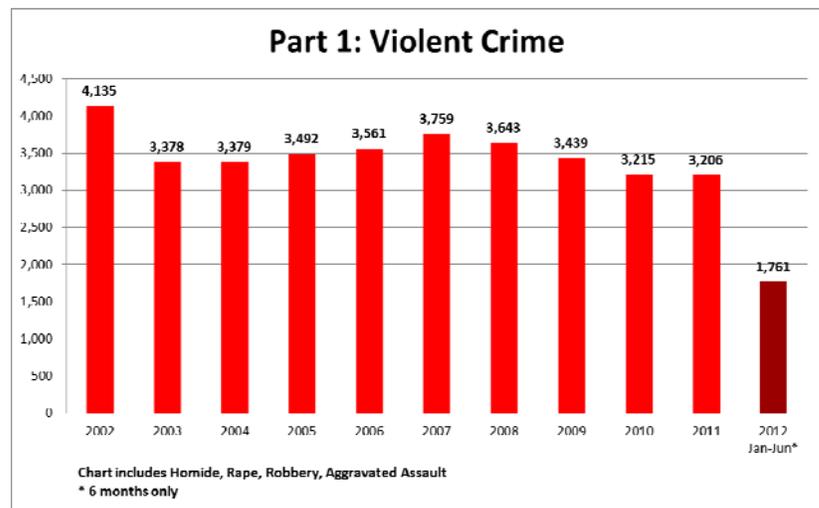
ANALYSIS

In turning attention from this immediate need to longer term trends, the Police Department has been thoroughly reviewing its operations to address crime and gang activity. As part of this process, the Police Department has analyzed crime trends, Police Department performance, staffing, hiring, and resource deployment to gain a better understanding of the issues facing the Department and to identify potential solutions.

CURRENT CRIME TRENDS AND POLICE DEPARTMENT PERFORMANCE

Crime Trends

Major violent and property crimes (Part 1 Crimes) include crimes against the person and crimes against property. Part 1 violent crimes include criminal homicide, forcible rape, robbery and aggravated assault. Part 1, property crimes includes burglary, larceny and motor vehicle theft. As shown in the following graphs, both Part 1 violent and

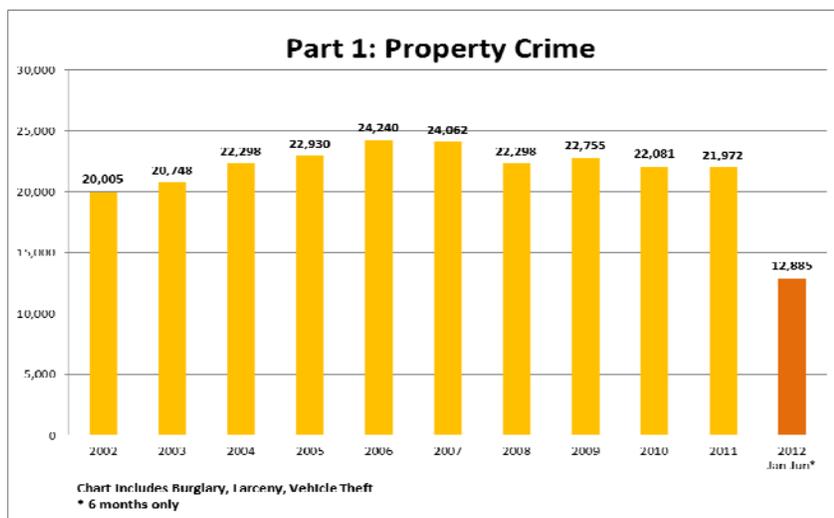


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property crimes fluctuate over time. It is notable, however, that Part 1 crimes have decreased since 2006-07.



Additional historical data on Part 1 crimes is provided in Attachment A.

When comparing crime activity from January through June 2012 with the data for the first half of 2011, San Jose has experienced a 23% increase in Part 1 crimes. It is unclear at this point if the crime activity in 2012 exceeds that experienced in 2006-07.

Police Department Performance

With the increase in calls for service, reductions in sworn staffing levels in recent years, and current vacancies, response times have fallen below the Police Department’s targets. As shown below, average Priority 1 response times are currently at 6.57 minutes, compared to the target of 6.00 minutes. Priority 1 calls represent that there is a present or imminent danger to life, major damage to or loss of property, and/or has an immediate impact on and need for citywide police resources. Priority 1 response times have been maintained at the expense of Priority 2 response times, which have declined to an average of 17.87 minutes, compared to the target of 11.00 minutes. Priority 2 calls represent a district-wide response to a crime in progress or one that has just occurred, there are injuries or potential for injury, the suspect is still present or in the area, or where a missing person is at-risk or under the age of 12.

Police Department Response Times (minutes)

	2007-08	2008-09	2009-10	2010-11	2011-12	4 th Qtr. 2011-12	Target
Average response time where there is a present or imminent danger to life or major damage/loss of property (Priority One)	5.91	6.02	5.97	6.11	6.51	6.57	6.00
Average response time where there is injury or property damage, or potential for either to occur (Priority Two)	11.38	11.87	12.11	13.67	17.30	17.87	11.00

In addition to Priority 2 response times, maintaining Priority 1 response with reduced resources has resulted in the Police Department not being able to respond to all of the calls for service. From June 1 through August 30, 2012, only 1 of the 1,983 Priority 1 calls were not responded to, 297 (1.4%) of the 20,720 Priority 2 calls, and 3,807 (21.7%) of the 17,491 Priority 3 calls were also not responded to. Priority 3 calls represent district-wide response when a crime has just occurred, there is property

damage or the potential for it to occur or the suspect has most likely left the area. The majority of the quality of life issues fall into the Priority 3 category.

There was a significant drop in the number of officer-initiated calls and officer car and pedestrian stops in 2011-2012, as shown in the table below. This reflects less time available for pro-active community policing efforts due to reduced resources.

Police Department Calls for Service

Calls for Service	FY2007-08	FY2008-09	FY2009-10	FY2010-11	FY2011-12
Total Emergency & Non-Emergency Calls Received	826,558	695,372	694,312	725,095	769,899
Number of officer-initiated calls received & Number of Car and Pedestrian Stops	218,275	301,795*	278,916*	253,147*	198,398*

* - these figures were updated to reflect both officer-initialed calls received as well as number of car and pedestrian stops (prior figures inadvertently excluded number of officer initiated calls received)

Questions have also been raised regarding specialized units, including traffic enforcement and Metro. The primary focus of the Traffic Enforcement Unit (TEU) is to investigate requests for traffic enforcement originating from the community, City government, other City departments, and the Police Department. The Metro Unit has many obligations, such as follow up enforcement for the various investigative units including Homicide, Robbery and Gang Investigation Units. However, their primary mission is currently gang suppression. The Department will continue to utilize every possible resource to identify and address violent crimes, narcotics trafficking, prostitution, and other nuisance crimes affecting the overall quality of life in the City.

The Department continually looks for new ways to address quality of life crime issues, such as a program currently being assessed called, Crime Free Multi-Housing Program. This program has been very successful in a few other bay area cities, including Dublin. The program creates a partnership between the Police Department, multi-housing owners/managers and residents, with the goal to address crime and nuisance issues within a community. The Department continues to partner with other City department staff, including the Mayor’s Gang Prevention Task Force, and the community, including the Community Advisory Board. The Department continues to utilize Crime Prevention Specialists to collaborate with the community and conduct neighborhood watch training and educate the community on crime prevention techniques.

Patrol officers will continue to be the main deterrent in the community and proactively seek out criminal activity when not responding to calls for service. More officers on the street will allow the Department to address these quality of life issues proactively through high visibility, quicker response times, availability to conduct follow up investigations, and in general having more resources to combat these issues within our community. Until sworn staffing levels are increased, however, the Department may utilize overtime suppression cars to proactively address quality of life issues. Due to limited overtime funding, any additional quality of life suppression cars at this time would come at the expense

of gang suppression cars. Additionally, keep in mind that over a period of time, these suppression cars will not be sustainable and this is not a long-term solution to these issues.

Additional detail on Police Department performance measures is provided in Attachment B.

POLICE DEPARTMENT STAFFING AND HIRING CONSIDERATIONS

The Police Department currently is experiencing vacancies due to attrition and retirements in both the sworn and non-sworn classifications. In addition, disabilities and long-term leaves are further reducing the number of staff available to provide service. As shown in the chart below, approximately 10% of the sworn staff is not available due to vacancies, disabilities and long-term leaves.

Sworn Staff Not Available Due to Vacancies, Disabilities & Long-Term Leaves (as of 9/4/12)

Classification	Authorized Positions	Vacancies	Disabilities & LT Leave	Total Vacancies & Disabilities	% Unavailable
Officer	871	46	48	94	10.8%
Sergeant	189	10	8	18	9.5%
Lieutenant	35	2	0	2	5.7%
Captain	8	0	0	0	0%
Deputy Chief	4	0	0	0	0%
Assistant Chief	1	0	0	0	0%
Police Chief	1	0	0	0	0%
Total	1,109	58	56	114	10.3%

There is a long lead time to fill vacant positions in the Police Department given the extensive recruiting, backgrounding and training necessary. For sworn personnel, the total cycle time to fill vacant positions is approximately 20 months as shown in the chart below.

Sworn Hiring Timeline

Hiring Step	Cycle Time	Notes
Recruiting	min. 4 months	Includes: applications, personal history questionnaire, oral boards
Background	6 months	Includes: background, polygraphs, psychological written & oral, hiring boards, medical, & 2 week notice
Academy	6 months	Includes: classroom training, simulator & practical training
Field Training	4 months	
Total cycle	20 months	

Latest Hiring Cycle Results

Typically, there is a relatively low percentage of job offers compared to the number of Police Officer applications. As shown below, less than 10% of the applicants for the upcoming Police Academy received and accepted job offers.

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September 2012 Cycle:

842 total applications ⇔ 579 qualified ⇔ 221 backgrounded ⇔ 104 to the Hiring Board ⇔ 66 conditional offers (1 Lateral, 14 Direct Entry, 51 Recruits) ⇔ 61 accepted (as of 9/12/12)

April 2013 Cycle (to date): 1403 total applications ⇔ 698 qualified ⇔ 331 pending backgrounds

Upcoming Sworn Recruit Academies

The Police Department is actively recruiting new Police Officers and preparing for two recruit academies (September 2012 and April 2013). It is anticipated that these academies will maximize the number of Police Recruits that are trained.

September 2012 Academy	Direct Entry/Laterals	Recruits	Total
Projected Hires	15	46	61
Street Ready Dates	December 2012	June 2013	
Total vacancies remaining with additional projected attrition	65	37	

April 2013 Academy	Direct Entry/Laterals	Recruits	Total
Projected Hires	Unknown	50	50
Street Ready Dates	June 2013	December 2013	
Total vacancies remaining with additional projected attrition	42	22	

Based on the current attrition projections, the Police Department will have an estimated 22 vacant sworn positions as of December 2013. Assuming a full academy of 50 recruits in both April 2013 and September 2013, no unexpected spikes in resignations, and assuming no new staffing adds, the Police Department would have all sworn positions filled (1109 positions) by Spring 2014. If additional vacancies occur due to higher than projected attrition, retention issues, and/or new sworn positions added, the Police Department will not be able to fill all of its vacancies by Spring 2014 and would require an additional academy. It is important to note, however, that constraints to adding additional academies include the capacity of the training facility and the availability of Police Department staff to support the hiring and training process.

Civilian Vacancies

The Police Department is also experiencing a vacancy rate of 18% (79.5 of 441.37) for its civilian positions. For the civilian Communications staff, 20% of the positions are vacant (33 of 162.5). The typical hiring cycle for those positions is similar to sworn and takes approximately six months to train a Public Safety Communication Specialist (PSCS) and twelve months to train a Public Safety Radio Dispatcher (PSRD).

CURRENT STRATEGIES TO MAXIMIZE POLICE RESOURCES

As discussed above, the Police Department and other public safety partners implemented several actions to address the recent spike in crime activity. Following is additional information regarding the short-term solutions already implemented, solutions that will be underway shortly, or solutions with a longer implementation period to address the City's highest priority public safety needs. A number of these strategies, however, present challenges and should not be considered long-term solutions.

Maximizing Patrol Resources

- Redeploy staff to patrol to maintain patrol staffing level after shift change and to ensure officers are available to respond to calls for service.
- Use suppression cars to supplement patrol resources to address gang, burglary, and other critical areas as issues arise.
- Use overtime to backfill nine officer vacancies and one sergeant vacancy in patrol (this may increase as attrition continues).
- Increase the use of overtime. During the period of June 24, 2012, through August 18, 2012, the average number of overtime hours reported per police officer two-week pay period was 14.2 hours, which is up from 8.5 hours last year during this period. In 2012, the average number of officers per pay period reporting overtime was 640, which is 77% of total officers. This figure is up from 598 officers (68% of the workforce) a year ago.

Improving Efficiency

- Conduct Automated Field Reporting/Records Management System (AFR/RMS) training for patrol staff (September 2012-March 2013) to implement automated field reporting and increase efficiency.
- Prisoner transport pilot (on overtime) is underway to reduce patrol officer time spent taking arrestees to jail and get officers back on the street faster.
- IMPACT (Investing in Management, Police, Accountability, Community, and Technology) provides intra-departmental data sharing and helps commanders identify trends, problems and issues and share solutions.

Addressing Staffing Shortages in Communications

- Simulcast radio channels for longer periods of time to address short staffing in the 911 Call Center. This action lowers required staffing but will double the number of officers being managed on a single radio channel for an additional five hours during the day. While simulcasting will occur during the slower time of the day, it creates challenges to the dispatchers in managing an increased number of officers and limits opportunities for officers to get "air time," which impacts the probability that if an officer calls for assistance, they might not be heard on the radio.

- Mandatory overtime to maintain minimum staffing in Communications. While addressing the immediate need, this strategy has a number of negative impacts including reducing the amount of time off available for existing staff, increasing fatigue, and decreasing morale. Fatigue becomes a factor, which can lead to an increase in the number of mistakes and missteps.
- Reducing the number of personnel available to take phone (TRAC) reports will free time for PSCS staff but reduce the available time that citizens can call in reports.
- Maximizing the number of direct service call takers and dispatchers by maintaining vacancies at the supervisor level and adjusting training and quality assurance personnel.

Strategies Requiring Additional Steps or Resources

In addition to the actions already underway to maximize resources, there are several strategies that would require longer implementation periods due to potential labor issues and/or resource constraints.

- Contracting out backgrounding services would enable the Police Department to redeploy sworn personnel to direct service functions and would potentially be a cost-effective method to address the backlog of backgrounds. This option is currently being pursued.
- Civilianizing additional positions would align duties with the appropriate job classifications and would potentially free up sworn personnel to be reallocate to direct sworn functions.
- As the City begins to restore staffing levels, consideration should also be given to hiring Community Service Officers and restoring Crime Prevention Specialists to increase public safety resources to the community. A new Community Service Officer job classification and duties would need to be created and incorporated into the police service delivery model. This option would also require additional General Fund resources or the reallocation of the existing resources to implement.
- Restore sworn staffing levels to improve police response times, community policing, and the ability to investigate crimes. This option would require additional General Fund resources to implement.
- Retain experienced sworn and civilian staff that the City has invested time and training to develop. This option would also require additional General Fund resources or the reallocation of existing resources to implement.

CONSIDERATIONS FOR OTHER RESOURCE OPTIONS

A number of suggestions have been advanced for alternative means of adding resources. This includes the Santa Clara County Sheriff's Office and California Highway Patrol, as well as expanded use of

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Reserve Officers. The discussion below provides background information on each of these resources, in order to lay a foundation for discussion at the Council study session.

External Agency Support

Within Santa Clara County there is a defined Mutual Aid Protocol that is coordinated by the Santa Clara County Sheriff's Office. Mutual Aid can be requested by a jurisdiction if there is a local emergency or unusual occurrence.

Local emergency is defined as the existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limits of a county, city and county, or city caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor's warning of an earthquake or volcanic prediction, or an earthquake, or other conditions, other than conditions resulting from a labor controversy, which conditions are or are likely to be beyond the control of the services, personnel, equipment and facilities of that political subdivision and require the combined forces of other political subdivisions to combat.

An unusual occurrence is defined as an event involving potential or actual personal injury or property damage arising from fire, flood, storm, earthquake, wreck, enemy action, civil disturbance, or other natural or human caused incident requiring exceptional law enforcement response.

(Source: Mutual Aid Protocol, Police Chief's Association of Santa Clara County 2009)

When a request of mutual aid is made, the Sheriff's Office Operational Area Coordinator will contact all local law enforcement agencies in Santa Clara County to determine what supplemental staffing is available from those agencies. That staffing will then be deployed into the jurisdiction of the local emergency or unusual occurrence as defined above. In addition to the mutual aid protocols, law enforcement agencies may provide supplemental patrol to another jurisdiction on a contract basis. This partnering generally consists of a certain number of hours other law enforcement agencies would spend patrolling the host agency's jurisdiction. Both the California Highway Patrol (CHP) and the Santa Clara County Sheriff's Office (SO) have indicated they may provide assistance to San José under a formal memorandum of understanding (MOU) at a negotiated cost. The MOU would require details regarding officer compensation, equipment provisions, liability concerns, duration and scope of assistance, and potential policy conflicts. However, outsourcing police services under these protocols, even temporarily, would require additional General Fund resources as these are not "free" services to the City and do present logistical challenges to implement.

Learning from Other Agencies

The Police Department maintains ongoing relationships and communication with other agencies, and is always interested in learning from the experiences of others. Recently, for example, staff from the City of Sacramento visited SJPD to share their experiences in setting operational priorities in light of significantly reduced resources.

Contra Costa County is another agency that has experienced a decrease in burglaries while operating with fewer officers. In review of their experience, staff notes that Contra Costa County is not a large metropolitan city, considerably more rural than San Jose. Staff contacted the Contra Costa investigative lieutenant to discuss how they combat burglaries.

They investigate burglaries under their General Crimes Unit, which investigates all crimes except for homicides and sexual assaults. These investigators do not specialize in any one crime. They categorize a significant number of their burglary cases as “non-workers” and only work those cases with significant leads. The unit is comprised of five officers for the entire county, which is down from 17 officers several years ago. After discussions with the lieutenant from Contra Costa, there is nothing of note that they do differently than San Jose to suppress and investigate burglaries.

Utilization of Reserve Officers

Currently the Reserve Unit is made up of 83 Officers (43 are retired from the San Jose Police Department and 40 are lifetime reserves); however, there are 12 officers unavailable to work due to a variety of circumstances. Reserves are required to donate 16 hours of volunteer time to the program each month; although most reserve officers donate more than the required hours. Last year the Reserve Unit donated over 20,000 hours to the City of San Jose (an average of 20 hours per month per reserve officer). Ten hours are required in patrol with an officer and six hours of other time: community policing; training; or other support work in the Department. There are also a variety of community events that we ask the Reserve Unit to attend: Christmas in July; National Night Out; Charlie Weidemier Youth Football Classic; Heroes Month; Spirit of Japantown Festival; High school career days; Shop with a Cop; Santa visits Alviso; and Christmas in the Park. Over the years, reserve officers have been invaluable towards the Department’s community policing efforts, especially as patrol resources have diminished.

Considerations for expanded use of Reserve officers include the following:

- Reserve officers working for the City of San Jose are entitled to workers compensation benefits like any other employee. The Reserve Unit consists of over 50% retired police officers, and the average age of a reserve officer in San Jose is 54 years old. The physical requirements of assigned duties must therefore be a consideration in defining assignments. Working with another beat officer minimizes the exposure to injury for both officers.
- Each officer is eager to respond at a moment’s notice to any emergency including floods, earthquakes or natural disasters. For more routine duties, however, scheduling reserve officers can be challenging as most have other commitments or full time employment and prefer to schedule their own shift. This can add complexity in meeting Department staffing needs.
- The willingness of reserve officers to work as a solo beat officer and have a more active role in the Department has been discussed among the reserve rank and file. This is an area that still must be carefully evaluated.

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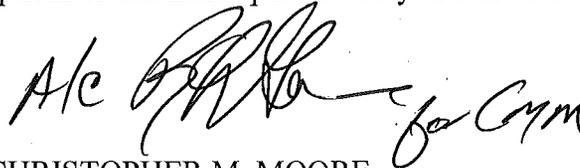
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- That being said, utilization of reserve officers in such efforts as the pilot project prisoner transport could be an efficient and desirable duty of the reserves. Staff would evaluate where there may be meet and confer requirements with the POA for this and other expanded use of reserves.
- Full time officers are required to handle calls for service and are equipped accordingly. Reserve officers are currently issued minimum equipment and not issued certain equipment such as a Taser, digital voice recorder, or digital camera. Equipment and training requirements would therefore need to be a consideration in any expanded role for Reserve officers.

CONCLUSION

This memorandum provides factual information as a foundation for the City Council study session discussion on September 18th. At the study session, staff will elaborate on the data provide herein, as well as be prepared to discuss strategies and options to maximize public safety in San Jose.

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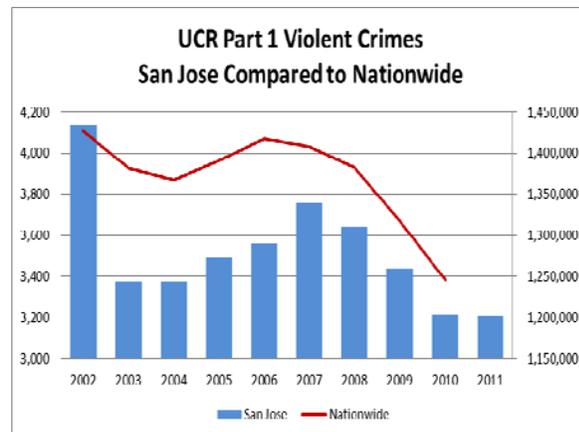
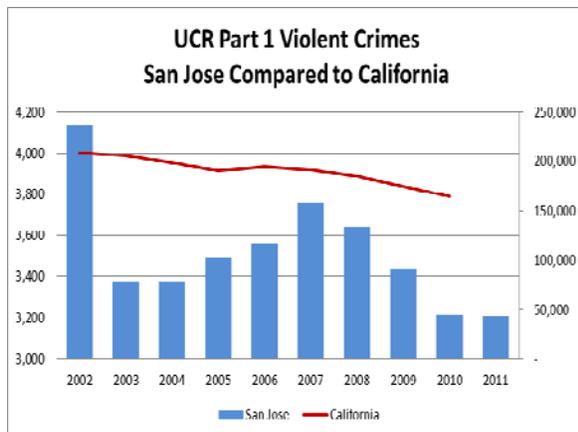
CHRISTOPHER M. MOORE
CHIEF OF POLICE

Attachments

Attachment A

City of San Jose UCR Part 1 Crime Data from 1989 through June 2012

Year	Homicide	Rape	Robbery	Aggravated Assault	Burglary	Larceny	Vehicle Theft
1989	40	399	995	2,939	6,318	23,656	4,426
1990	35	416	1,034	3,076	5,752	23,435	4,205
1991	53	445	1,328	3,331	7,403	25,663	4,512
1992	43	448	1,231	3,585	6,776	23,806	3,793
1993	41	391	1,186	3,600	6,014	21,398	4,014
1994	34	375	1,109	4,398	5,823	20,300	4,521
1995	38	387	1,209	5,015	5,477	19,745	4,225
1996	40	341	1,098	4,596	4,700	19,793	3,719
1997	43	375	908	4,865	4,381	18,023	3,935
1998	29	357	901	3,868	4,129	17,925	3,173
1999	25	347	726	3,990	2,685	15,151	2,860
2000	20	337	677	3,895	2,670	12,595	2,615
2001	22	329	712	4,501	2,939	13,567	3,093
2002	26	380	827	2,902	3,026	13,642	3,337
2003	29	279	815	2,255	3,314	13,770	3,664
2004	24	256	785	2,314	3,616	14,165	4,517
2005	26	263	884	2,319	4,049	13,374	5,507
2006	29	217	1,030	2,285	4,423	12,678	7,139
2007	33	217	1,068	2,441	4,449	13,200	6,413
2008	31	220	1,124	2,268	3,457	13,612	5,229
2009	28	258	1,025	2,128	3,741	13,635	5,379
2010	20	253	976	1,966	3,940	12,730	5,411
2011	39	226	1,101	1,840	4,223	12,628	5,121
2012 Jan-Jun	18	130	614	999	2,421	7,006	3,458



Attachment A

Nationwide UCR Part 1 Crime Data from 2002 through 2010

Year	Homicide	Rape	Robbery	Aggravated Assault	Total Violent Crime	Burglary	Larceny	Vehicle Theft	Total Property Crime
2002	16,204	95,136	420,637	894,348	1,426,325	2,151,875	7,052,922	1,246,096	10,450,893
2003	16,503	93,433	413,402	857,921	1,381,259	2,153,464	7,021,588	1,260,471	10,435,523
2004	16,137	94,635	401,326	854,911	1,367,009	2,143,456	6,947,685	1,237,114	10,328,255
2005	16,692	93,934	417,122	862,947	1,390,695	2,154,126	6,776,807	1,235,226	10,166,159
2006	17,034	92,455	447,403	860,853	1,417,745	2,183,746	6,607,013	1,192,809	9,983,568
2007	16,929	90,427	445,125	855,856	1,408,337	2,179,140	6,568,572	1,095,769	9,843,481
2008	16,272	89,000	441,855	834,885	1,382,012	2,222,196	6,588,873	956,846	9,767,915
2009	15,241	88,097	408,217	806,843	1,318,398	2,199,125	6,327,230	794,616	9,320,971
2010	14,748	84,767	367,832	778,901	1,246,248	2,159,878	6,185,867	737,142	9,082,887

California UCR Part 1 Crime Data from 2002 through 2010

Year	Homicide	Rape	Robbery	Aggravated Assault	Total Violent Crime	Burglary	Larceny	Vehicle Theft	Total Property Crime
2002	2,395	10,198	64,968	130,827	208,388	238,428	715,692	222,364	1,176,484
2003	2,407	9,994	63,770	129,380	205,551	242,274	731,486	241,326	1,215,086
2004	2,392	9,615	61,768	124,295	198,070	245,903	728,687	252,604	1,227,194
2005	2,503	9,392	63,622	114,661	190,178	250,521	692,467	257,543	1,200,531
2006	2,485	9,212	70,968	111,455	194,120	246,464	666,860	242,693	1,156,017
2007	2,260	9,013	70,542	109,210	191,025	237,025	652,243	219,392	1,108,660
2008	2,142	8,903	69,385	104,743	185,173	237,835	650,385	192,527	1,080,747
2009	1,972	8,713	64,093	99,681	174,459	230,137	615,456	164,021	1,009,614
2010	1,809	8,331	58,116	95,877	164,133	228,857	600,558	152,524	981,939

Attachment B

POLICE DEPARTMENT PERFORMANCE MEASURES

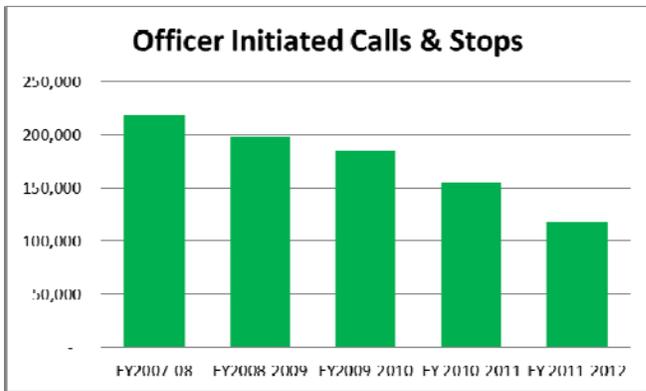
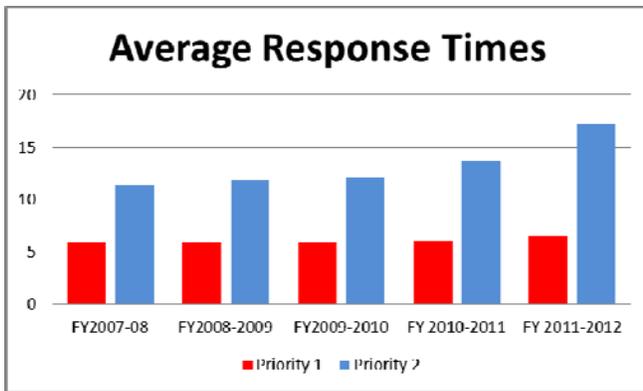
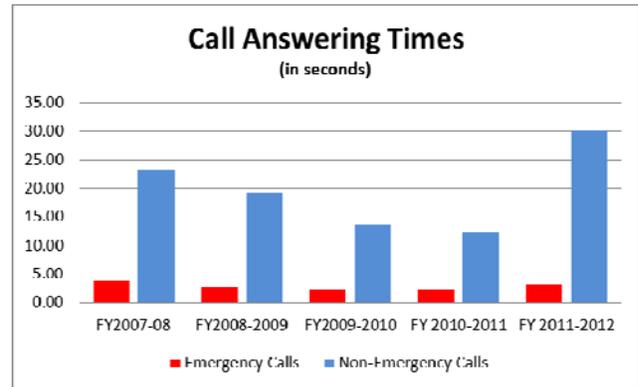
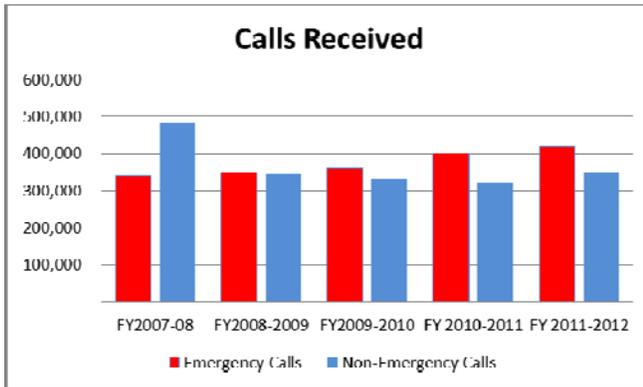
Calls for Service	FY2007-08	FY2008-09	FY2009-10	FY2010-11	FY2011-12
% of 911 calls that are answered within 10 seconds	93.28%	95.16%	95.91%	96.27%	93.28%
Average time in which emergency calls, including 9-1-1 are answered (seconds)	3.80	2.75	2.25	2.25	3.25
Average time in which non-emergency calls are answered, including 3-1-1 (seconds)	23.25	19.25	13.75	12.25	30.25
Average time from call to 1st officer arrival where there is a present or imminent danger to life or major damage/loss of property (Priority One) (minutes)	5.91	6.02	5.97	6.11	6.51
Average time from call to 1st officer arrival where there is injury or property damage, or potential for either to occur (Priority Two) (minutes)	11.38	11.87	12.11	13.67	17.30
Total Emergency & Non-Emergency Calls Received	826,558	695,372	694,312	725,095	769,899
Number of officer-initiated calls received	112,309	102,503	94,828	97,335	80,338
Number of car and pedestrian stops received	105,966	199,292	184,088	155,812	118,060

Traffic Enforcement Unit Performance Measures:

	FY2007-08	FY2008-09	FY2009-10	FY2010-11	FY2011-12
All Traffic Collisions	11,236	10,041	9,390	9,437	7,827

There were 32 traffic fatalities in 2011, and 17 through September 6, 2012.

POLICE DEPARTMENT PERFORMANCE MEASURES



Burglary Solve Rates Compared to 10 Years Ago

SJPD Burglary	2002-2003	2010-2011	2011-2012
Cases Received *	1,890	3,257	5,740
Cases Solved	577	471	536
Solve Rate	30.5%	14.5%	9.3%

* Includes Possession of Stolen Property Cases