

**1. When does the Los Gatos Monte Sereno Police Department (LGMSPD) start the clock for response times? On the first ring or when an officer is assigned? Same questions for Sheriff.**

Answer: Response times are calculated from the time that the officer is dispatched until the time the officer arrives on scene.

The Town does not have the information regarding the Santa Clara County Sheriff methodology for measuring their response times.

**2. Did the review include consideration of the approximately 20,000 hours for Sheriff's Captain, Lieutenant and Sergeant's that is divided between three cities?**

Answer: As summarized in Table 8 of the analysis (page 13), the Sheriff does not direct bill contracting agencies for Lieutenant and Captain Service hours. On page 10 of the analysis (Table 5), the Sheriff's billable rates that are charged to contract agencies are identified. These rates include overhead which is a standard practice for contract services and is also practiced by the Town when charging Monte Sereno for police services. As there is no direct billable cost to contract agencies for the Captain and Lieutenant positions, it is presumed that these costs are included into the billable rates as overhead.

**3. How was the LGMSPD able to so dramatically reduce its response times? Were beats changed? Was what was considered a priority 1, 2 or 3 call changed?**

Answer: The response times provided during this analysis were based on calendar years as opposed to fiscal years to best mirror or compare data that was provided by the Sheriff's Office. Historically, the Police Department has recorded and documented response times on a fiscal year basis.

There have been no changes to the traditional beat structure although, as indicated on page 12 of the analysis, the Chief of Police has focused on improving response times by testing different deployment measures. For example, all dispatchers are now required to dispatch the closest available Officer to the location regardless of beat assignment. This is achieved through utilizing Global Positioning System technology through an interactive mapping system in the Town's dispatch center. Historically, the Officer assigned to a specific beat area was the Officer dispatched to calls that occurred in his/her beat, which may not necessarily be the closest geographically.

Additionally, the Chief of Police has implemented overlapping shifts. As a result, shift changes have improved allowing Officers to be available during shift preparation and departure.

Priority 1, 2 and 3 type calls are defined in Attachment 2 (page 31) of the analysis.

**4. Was there valuation given for the Sheriff’s helicopter, bomb squad, dive team, and other resources?**

Answer: The analysis only accounts for costs that are billed to contract agencies per the Sheriff’s agreements with Cupertino, Los Altos Hills and Saratoga. These contracts do not include direct billing for extra services such as use of the Sheriff’s helicopter, bomb squad, dive team, etc. The Town has the ability to call upon the Sheriff, as a County law enforcement agency, for mutual aid and support. Use of the Sheriff services can occur at any time when and if the need arises.

**5. Was Safewise.com ratings of municipality safety considered?**

Answer: No, Safewise.com uses FBI Uniform Crime Reporting (UCR) data to rank cities. The FBI strongly discourages the use of the rankings to evaluate the effectiveness of local law enforcement agencies, as described on the FBI’s website regarding UCR data:

“Ranking agencies based solely on UCR data has serious implications. For example, if a user wants to measure the effectiveness of a law enforcement agency, these measurements are not available. As a substitute, a user might list UCR clearance rates, rank them by agency, and attempt to infer the effectiveness of individual law enforcement agencies. This inference is flawed because all the other measures of police effectiveness were ignored. The nature of the offenses that were cleared must be considered as those cleared may not have been the most serious, like murder or rape. The agency’s clearances may or may not result in conviction, the ultimate goal. The agency may make many arrests for Part II offenses, like drug abuse violations, which demonstrate police activity but are not considered in the clearance rate. The agency’s available resources are also critical to successful operation, so its rate of officers to population and budget should be considered. The UCR clearance rate was simply not designed to provide a complete assessment of law enforcement effectiveness. In order to obtain a valid picture of an agency’s effectiveness, data users must consider an agency’s emphases and resources; and its crime, clearance, and arrest rates; along with other appropriate factors...The FBI does not analyze, interpret, or publish crime statistics based solely on a single dimension interagency ranking. The FBI does not provide agency-based crime statistics to data users in a ranked format. When providing/using agency-oriented statistics, the FBI cautions and, in fact, strongly discourages, data users against using rankings to evaluate locales or the effectiveness of their law enforcement agencies.”

**6. What was the annual rate in the growth of the LGMSPD over the past three years?**

Answer: Table 11 of the analysis (page 22) highlights the annual increase in cost of services from the prior fiscal year, dating back from FY 2012/13 through FY 2015/16. The table outlines the budgeted increase in cost of services for the three contract agencies of Cupertino, Los Altos Hills, and Saratoga, as well as the Town of Los Gatos. For purposes of comparing the Town of Los Gatos, pass-through and grant monies were removed from the budget as these are not Town funds. In addition, parking services were removed from the Town’s police budget as the Sheriff does not provide dedicated

parking enforcement services and it would not be a true comparison to include these services. From FY 2011/12 through FY 2015/16, the average annual growth rate for the Los Gatos Monte Sereno Police Department was over \$66,000. This is summarized in the table below:

<b>Town of Los Gatos Police Budget*</b>		
	<b>Police Budget</b>	<b>Difference From Prior Fiscal Year</b>
FY 2011/12	\$ 12,807,250.00	
FY 2012/13	\$ 12,682,176.00	\$ (125,074.00)
FY 2013/14	\$ 12,742,071.00	\$ 59,895.00
FY 2014/15	\$ 12,751,645.00	\$ 9,574.00
FY 2015/16	\$ 13,074,192.00	\$ 322,547.00
<b>AVERAGE</b>		<b>\$ 66,735.50</b>

\*Excludes Pass-Throughs, Grants and Parking Enforcement

By way of comparison, the Sheriff’s annual average increase over the same four year period for Cupertino was over \$463,000, the average annual increase of Sheriff services in Saratoga was \$228,000, and the average annual increase in Sheriff services for Los Altos Hills was \$35,000. This is illustrated on page 22 of the analysis, Table 11.

**7. Was there any consideration given to inviting the public to comment on existing policing services?**

Answer: The purpose of completing this analysis was to provide the Town Council with information on whether there would be cost savings to the Town to pursue an outsourced policing service model and to provide an overview of police services. If, given the facts provided in this analysis, the Town Council wishes to pursue the idea of outsourcing services further, staff provided a series of alternatives and next steps for the Council to consider on page 27 of the analysis. Should an outsourced model of policing be considered further, item #2 identifies the suggestion of first conducting a community survey regarding satisfaction of current Town police services and the community’s desire to contract services to the Santa Clara County Sheriff.

**8. Was any consideration given to the comparative safety levels of surrounding communities?**

Answer: The report does not analyze or give consideration to safety levels of surrounding jurisdictions. As indicated in response to question 5, the FBI strongly discourages use of safety indexes to measure communities. There are a variety of factors that affect a community’s safety level. For instance, a community with more service hours will likely have more stops, arrests, and tickets issues as more officers are working the streets and proactively patrolling, making house checks, stops, and other preventative actions. These active patrols can result in more violations being recorded.

**9. How much did it cost the Town for the report?**

Answer: Staff time, previously budgeted for other items, was reallocated and assigned by the Interim Town Manager to complete this report and was absorbed within the existing budget. The Interim Town Manager made a determination that this issue had been addressed in a piecemeal fashion by staff, with continued questions being raised at Town Council meetings, and warranted a more comprehensive response. While staff time was not specifically tracked for this project, it is estimated that approximately 300 staff hours were dedicated to completing this analysis.

**10. What is the projected cost of a third-party review?**

Answer: To obtain a projected cost of a third-party review staff would prepare a request for proposals and seek quotes from outside agencies. Based on previous consulting work that was similar in nature, such as the Town's Fee Study analysis and estimated hourly rates and indirect costs of consultants, staff would estimate that a third-party analysis of the cost of police services, both in-house and outsourced would range from \$45,000 to \$60,000. This range is provided as an estimate only, as staff would obtain quotes and proposals for service which would provide a more accurate cost to complete such a review.

**11. How much additional crime is created by a robust downtown?**

Answer: The current patrol structure for the Police Department is not divided into individual neighborhoods and/or commercial/business districts, and therefore the potential additional crime created by the downtown is unknown. This analysis would require a fair amount of staff time and as such, would need to be directed by a majority of Council. It can be concluded that a downtown does add another dimension to police activities in any community with people dining, enjoying entertainment establishments, attending special events, and doing other activities that may result in traffic and parking issues, noise and disturbance complaints, etc.

**12. Does the Sheriff perform a more efficient level of policing that allows for lesser hours and higher safety levels? How is it that Cupertino is rated safer than Los Gatos, even though it has almost double the population of Los Gatos and less officer hours than Los Gatos?**

Answer: Reviewing Uniformed Crime Data to assess the safety of or efficiency of a community police agency is an incomplete and inaccurate assessment. There are many variables and dynamics that factor into the safety of a community as cited by the FBI in question #5. Jurisdictions that have more available hours for police work often make more arrests and generate more reporting than those with less hours and opportunity to do so. Other variables affecting police levels include different composition of cities, demographics, activities, and levels of desirable enforcement.

**13. Why was there no request for the Sheriff to comment on the report?**

Answer: The Police Analysis report is meant to be an informational report to Council regarding Sheriff's services as assessed through comparative data and interviews. Sheriff's information was considered and included.

**14. Why was there no reference to community surveys highly touting the Sheriff's services in Saratoga and Cupertino?**

Answer: On page 25 of the analysis under "Overall Findings," it states that "The majority of the contract agencies, in-County and out-of-County, expressed their satisfaction with the Sheriff's services and willingness of the Sheriff to work with the jurisdictions." Staff accurately portrayed opinions about County law enforcement services.

**15. How can the report truly be neutral and objective when its staff evaluating staff?**

Answer: This report was prepared the direction and review of Interim Town Manager Les White. As an Interim Town Manager, Mr. White was in a unique position to expect, direct, and present a fair assessment of current services and service needs. In addition, Mr. White has previously worked as a partner for Management Partners, a firm that specializes in helping government organizations improve operations, as well as Avery Associates, where he performed a variety of consulting services including organizational analysis. He has worked as an independent consultant for a variety of agencies where some of the assignments included reviewing organizational structures. With both the Interim Town Manager role (and many other permanent managerial positions in local government), and prior consulting experience, plus previously working for the Town, he was able to use his and other Town staff's skills and abilities to conduct this analysis internally. Finally, Mr. White directed the analytical staff to survey other organizations and critique police operations. The analytical staff involved in the report preparation included members of the Town Manager's Office, Town Attorney, and Finance Department to ensure an objective perspective. The involvement of the Police Department staff was as requested and directed by the Interim Town Manager. Mr. White indicated it is not uncommon for local governments to do an in-depth analysis of their own operations and to be able to do so in a fair and impartial manner.

**16. Why was there no recognition that the Sheriff is more efficient in allocating resources and that service hours don't necessarily mean more safety?**

Answer: Staff's focus for this analysis was on the Town's police services. An analysis of the Sheriff's "efficient allocation of resources" was not completed as part of this study. Staff focused on the Town's operations. The Town did use current available information and discussed Sheriff's services with other user agencies.

**17. I understand the Police Budget is about 42% of the total expenditure budget. How much do we pay annually in employment benefits to retired Police Department personnel? Is this part of the 42% or elsewhere in the budget?**

Answer: Retired employees receive a retirement benefit from CalPERS (California Public Employees' Retirement System). These benefits are paid for from the employee and employer contributions, both past and present. CalPERS contributions are paid for by the Town as a percentage of an employee's salary and are included within the Police Department's \$13.7 million budget. Contributions towards the Town's workers' compensation and general liability obligations are also included within the \$13.7 million Police budget.

Premiums for workers' compensation and general liability are charged each fiscal year to each department and therefore are included within each Department's operating budgets. These premiums are intended to recapture all workers compensation and general liability expenses incurred on behalf of the Department and its employees. Future year premiums are adjusted accordingly if current year actual expenses vary from the estimated amounts.

**18. Are there any areas of the Police budget that the Police Department believes it might be more efficient financially or is it as efficient as it can possibly be already? Can it cut service hours while increasing or maintain current levels of service by being more efficient with its allocation of hours?**

Answer: During the Town's annual budget development process, each Department is tasked with the responsibility of assessing their services and existing structure to determine if there are areas to achieve efficiency. Identifying efficiencies in any Department is an ongoing responsibility of the Town. The Police Department has reduced sworn personnel over the past five years. The current Chief is consistently reviewing the Department's budget and operations to identify areas for efficiencies.

**19. Are there any plans to do an opportunity cost analysis of the loss of benefits to the community with the \$15M Police Department budget?**

Answer: The Police Department's budget is \$13.7 million dollars (exclusive of pass-through money and grant money). If police services were outsourced to the Sheriff the Town would still incur costs for these services which could be equivalent to or close to the current Town costs. Staff would need to obtain a quote for services from the Sheriff's office to determine the unused portion of the current Police budget. Opportunity costs are a matter of perception and of trade-offs of the Town providing a current high level of police services to its residents and those of Monte Sereno.

**20. What could we get in rent for the new Police Department building? Could that be converted to a community/senior citizen center?**

Answer: On page 14 of the analysis it reads, "It is unknown if the Sheriff would assume the Town's police buildings as a substation or operate out of its existing West Valley Substation. If the Sheriff were to operate out of its substation, the Town could possibly

rent some of the police facilities and realize rental income.” With the outsourcing of Police services there are multiple options for the Police Operations Building on Los Gatos Boulevard. These options include and are not limited to:

1. The Sheriff could request to use the Operations Building as a substation. In other jurisdictions (outside of the County) that contract for police services this has occurred with no rental payment to the Town and the Town continuing to maintain the building.
2. The Town could sell the building(s). An appraisal would need to be conducted to determine the value.
3. The Town could rent the building(s). An appraisal would need to be conducted to determine fair market price.
4. The Town could retain the building(s) and repurpose them. The Town Council would need to discuss various use options and provide direction to staff.

**21. Are there any plans to study why Cupertino and Saratoga are rated safer than Los Gatos yet pay millions less in policing costs? Why do we have more crime? Is it Hwy 17? Our Downtown bars? Extensive criminal activity in Monte Sereno? Our apartment areas? Particular neighborhoods? Neighborhoods near San Jose? Are we getting the most bang for our buck?**

Answer: Please refer to answers provided to questions 5, 11, and 12 above noting different levels of enforcement, different composition of cities, historical contracting versus in-house police services, proactive enforcement, and other considerations.

**22. I’m very interested in also seeing the pension program details. Please publish the specifics of the program and costs associated with the program. This is a fundamental component of the cost to the community for Police services.**

Answer: The pension costs associated with each Town department are encompassed within the Department’s total salaries and benefits costs. The Town “charges” each Department a CalPERS (California Public Employees’ Retirement System) rate which is the Town’s contribution to the pension obligations for each employee. The Police Department’s fiscal year 2015/16 salaries and benefits line item for all programs (Administration, Patrol, Records & Communications, Traffic, Investigations, Personnel & Community Services, and Parking) totaled \$10,984,888. Of this amount \$1,995,188 accounts for CalPERS retirement costs for both the safety and non-safety police department employees.

**23. The report gave the budget number of \$13,074,192 (page 8) which was the budget number less pass-throughs. Why doesn't the budget deduct the pass-throughs or are those considered revenues somewhere else? If so, where are they? Also, on page 6, the report states the net budget is \$13,746,579. Why is that different from \$13,074,192?**

Answer: On page 8 of the report, the budget number of \$13,074,192 reflects the police expenditure budget only and excludes pass-through, grant, and parking expenditures.

Pass-through dollars were excluded as these are not Town monies, they are monies sent to the Town from the State and in turn the Town distributes these dollars to the County. The Town acts as a conduit for the dollars and they are not available for the Town to appropriate or use for Town purposes. Grant monies and parking enforcement costs were excluded to provide a similar comparison base to the Sheriff. The Sheriff would not provide the Town with a dedicated parking enforcement program therefore it is not consistent to include those costs in a comparison of Town Police services to Sheriff services. Likewise, should the Town chose to contract police services, safety specific grants would not be awarded to the Town and would not be included under a Sheriff's contract.

The information reflected on page 8 of the report reflects expenditures only. Pass-through and grants have corresponding revenues in the Police Department budget that were accounted for and deducted in the overall comparison. These revenues are reflected in the Town's Adopted budget as "Other Revenues."

On page 6 of the report, it states that "Net of pass-through and grants, the Police Department budget is \$13,746,579." This figure includes the parking enforcement program under the police department with an expenditure budget of \$672,387.

**24. Why didn't the Interim Town Manager put the time into developing a Request for Qualifications (RFQ) and get a bid from the Sheriff instead of creating the report that he did? Wouldn't it have been better to get the data straight from the Sheriff? Wouldn't that have cost much less than the report he put together - maybe nothing? A bid would also tell us if the Sheriff would use the Los Gatos Police station or not.**

Answer: The Council would need to direct staff to solicit a bid or quote from the Sheriff's Office. To be able to evaluate such a bid or quote, the analysis provided in the report would have had to be completed regardless. The information contained in the report would be needed as an initial first step to ensure that equal services are being compared and to examine a holistic, comprehensive scope of police services to understand fully the differences between the current in-house police model and an outsourced model. As the three in-County contract agencies pay the same rates for services, staff is comfortable that on-going contract services would align with those paid by the contract agencies and a reasonable estimate of contract costs could be determined for analysis purposes.

**25. If we provide such high service that will reduce overall crime, why are our crime rate numbers so much worse than Saratoga or Cupertino? (Los Altos Hills is a poor comparison.)**

Answer: Please refer to the response in question 5 above. UCR statistics were not designed to measure safety, and in fact the FBI discourages this. Furthermore, while the FBI issues guidelines on reporting these statistics, they are unaudited self-reported

statistics and there is no assurance that they are reported consistently and accurately by the various reporting entities.

**26. Are the costs of the police wages net of total (aka, "all-in") overhead or do they include overhead (see page 8)?**

Answer: The cost of Police wages include all benefit-related overhead, including workers' compensation, insurance, vehicle maintenance/acquisition, facilities maintenance, and information technology support. General Town-wide overhead for Human Resource and Finance support is not included in part of the analysis on page 8.

However, approximately \$250,000 was assumed for other administrative overhead such as finance, payroll, and human resources support. A deduction of \$250,000 to support these costs was included in the "Estimated Additional Expenditures" line item totaling \$1,129,000 which is shown in Table 9: Estimated Total Cost of Outsourced Police Services on page 16 of the analysis. Please refer to question 35a below for detail.

**27. If the cost per sworn service hour is \$159 (page 8), why do we bill out at \$134 per hour (page 10)?**

Answer: The Town of Los Gatos billable rates on page 10 of the report are reflective of only those services the Town provides to Monte Sereno. The \$134 per hour rate is for patrol services only.

**28. The population of Los Gatos (page 9) is listed at 33,956 which includes Monte Sereno. Does that number include people living in Los Gatos that are actually residents of the County?**

Answer: The population statistics provided on page 9 of the report includes Monte Sereno and were obtained from the Department Finance census data. This does not include residents in unincorporated County areas.

**29. Revenue of approximately \$812,786 for Monte Sereno is deducted with outsourcing. Is this also subtracted from the "all-in" costs? If so and the Town does not bill out at full cost, that would make the Sheriff look even better to get rid of a loss center.**

Answer: Yes, the report considered both the revenue and cost elements of the Monte Sereno contract.

For background, when the agreement for the Town of Los Gatos to provide Police Protective Services to Monte Sereno was first entered into in 1995, four additional Community Service Officer (CSO) Interns were added to Police staffing to handle Priority 3 calls for service and to support the services provided to Monte Sereno under the new contract. In fiscal year (FY) 1995/96 the Town had 42 sworn, full time

equivalent (FTE) positions and 3 CSOs. With the economic conditions that have occurred since FY 1995/96, Police staffing has been reduced to the current FY 2015/16 levels of 39 sworn positions, two CSO positions, and 0.5 FTE CSO Intern positions, essentially meaning that the services provided to Monte Sereno have been absorbed by the Police Department and the revenues received under the contract augment the Town's Police services.

**30. On page 9, Cupertino service hours per capita are 1.02 versus Los Gatos costs of 2.39 per capita. Saratoga is at 0.9. Again, how do those two cities have a lower crime rate rating with less coverage? Are our ratings high because we report things like barking dogs and cats stuck in trees? If so, is there a better measure of real crimes?**

Answer: There are a variety of factors that affect a community's safety level. For instance, a community with more service hours will likely have more stops, arrests, and tickets issues as more officers are working the streets and proactively patrolling, making house checks, stops, and other preventative actions. These active patrols can result in more violations being recorded. Please refer to responses to questions 5, 8, and 25 above.

**31. On page 10, in the second to the last paragraph, I am unclear as to what the Los Gatos "all-in" rate would be. In other words, the Sheriff appears to add in all administrative and overhead costs such as workers' compensation, pensions, etc.; however, it appears that the Los Gatos Police costs include some, but not others. This gives us an apples and oranges comparison and to me, diminishes the value of the entire study. He does add-back approximately \$250,000 on page 13, last paragraph, but I don't see that annual savings added back into a final comparison of the two services.**

Answer: As noted in the response to question 26, the cost of Police wages include all benefit-related overhead, workers' compensation, insurance, vehicle maintenance/acquisition, facilities maintenance, and information technology support. Approximately \$250,000 was assumed for other administrative overhead such as finance, payroll, and human resources support. A deduction of \$250,000 to support these costs was included in the "Estimated Additional Expenditures" line item totaling \$1,129,000 which is shown in Table 9: Estimated Total Cost of Outsourced Police Services on page 16 of the analysis. Please refer to question 35a below for detail.

**32. On page 11, first paragraph under the table: The report advocates that handling all of the lower level crime helps to reduce or prevent higher level crimes. However, our crime rates are substantially higher than Cupertino or Saratoga. Why is that? Do we need to evaluate or change that model? Is our model costing us money that may be better spent on infrastructure whether with our own Police or with the Sheriff?**

Answer: Please refer to the response to question 8. Specifically, there are a variety of factors that affect a community's safety level. For instance, a community with more

service hours will likely have more stops, arrests, and tickets issues as more officers are working the streets and proactively patrolling, making house checks, stops, and other preventative actions. These active patrols can result in more violations being recorded.

**33. Have we added the savings of no workers' compensation (\$3,000,000 per year) - page 15? I assume that the Sheriff's rate already includes its overhead cost of the workers' compensation. What about insurance costs? Communications? Etc.**

Answer: Yes, the report does include workers' compensation savings in the overall analysis. To clarify, the \$3,000,000 referenced in this question is the total workers' compensation payments made by the Town for all departments from FY 2009/10 through FY 2014/15 (5 year period).

It is unknown what is specifically included in the Sherriff's billable rates; however, a best practice would be to include overhead such as workers' compensation, insurance costs, etc.

**34. Have we added back the annual cost of \$550,000 (page 14) for capital equipment?**

Answer: The annual cost of \$550,000 has been accounted for in the analysis as all annual equipment-related costs are included within the Police Departments annual operating budget.

**35. Table 9 on page 16 –**

**a. I do not understand where the Estimate Additional Expenditures of \$1,129,900 came from.**

Answer: Please see detail in the table below.

<b>Expenditures that would Continue to be Funded by the Town</b>	<b>Retained Expenditures</b>
Parking Control (FY 2015/16 expenditure budget for Town's current parking enforcement program)	\$ 672,400
Emergency Preparedness (Saratoga retains funding for Emergency Preparedness, assumed similar funding level as this is currently supported by Town's Police Department)	\$ 70,000
SVRIP (Interoperability support that would need to be maintained by the Town. Both Saratoga and Cupertino maintain funding for this. \$40,000 is current cost to the Town and funded within the Police	\$ 40,000
Crossing Guards (contract services that are funded within the Police Department's Budget)	\$ 114,200
Facilities Maintenance (maintenance cost of retaining ownership of the Town's police facilities)	\$ 300,000
Staffing for Oversight (Administrative oversight of parking, emergency preparedness, crossing guard,	\$ 185,600
Estimated Reduction in Non-Police Administrative Support Costs (Reduction of staffing for administrative overhead for Finance, HR, mechanic and Town Manager oversight).	\$ (252,300)
<b>Total Additional Public Safety Expenditures</b>	<b>\$ 1,129,900</b>

**b. Of the reduced revenue of \$1,012,800, I believe, but do not know for sure, that over \$800,000 would be from Monte Sereno (which should be a net gain to Los Gatos). Where does the other approximately \$400,000 come**

**from? Where are the costs to generate the Monte Sereno revenue included or are they included in the total Los Gatos Police hours? Are they then subtracted from the total Los Gatos Police hours since there would be no contract between the two cities?**

Answer: The revenue reduction estimate is conservative and includes the following:

- Monte Sereno Contract: \$812,800
- POST reimbursement for Officer Training: \$15,000
- Santa Clara County Task Force Participation reimbursement: \$70,000
- School District contribution for School Resource Officer Training: \$160,000

Staff would expect there to be additional revenue reductions for traffic enforcement violations, etc. Reductions for these items were not factored into this analysis in an effort to make conservative assumptions.

**36. Would it be possible for you to include a list of services that the Police provide that the Sheriff does not (e.g., parking, CERT, Safe Routes to School, beach traffic diversions, etc.)? There does not need to be any costs or justifications, just a simple statement of what services the Police provide that do not come with services provided by the Sheriff.**

Answer: Please refer to pages 18-20 of the report. Below is a list of services/programs that the Town believes are either exclusive to the Los Gatos Monte Sereno Police Department or highly customized to Los Gatos:

- Security Response Assessments for all facilities within the Town (public and private) to develop a unified response for all infrastructure in case of a disaster.
- Crisis Intervention Team
- Santa Clara Specialized Enforcement Team
- Victim Services Unit
- Volunteers in Policing (only for Los Gatos)
- Disaster Aid and Response Team (only for Los Gatos)
- Explorer Program (only for Los Gatos)
- Community Outreach Services Officer (not provided for under the Sheriff's contract)
- Los Gatos/Monte Sereno "On Watch"
- Juvenile Diversion Program
- Cyberbullying Program and Outreach
- Courtesy Citation Program
- Operation We Care
- Los Gatos Emergency Operations Center (located within Los Gatos and focused on Los Gatos)
- Drug Free Committee
- Adult Restorative Justice Community Court
- New Resident Outreach

- Dedicated Parking Enforcement Program (includes analysis and processing neighborhood requests for permit parking to address school and other parking impacts on local neighborhoods)
- Bicycle Patrol Team
- Immediate and significant cross-departmental collaboration for issues such as cut-through traffic, special events permitting and Alcoholic Beverage Control licensing. The Town's Police Department handles all of the Town's permitting and background for taxi/tow truck and massage permits as well as notification and billing for false alarms. In an outsourced situation we would not expect the Sheriff to take over these types of administrative tasks and they would likely be transferred to another Town Department(s).

The following list is a compilation of programs/services that the Town's Police Department currently offers and we believe the Sheriff could provide but we are unsure if they would come at an additional cost or how those would be included within the Sheriff's contract:

- Canine (K9) Team
- Traffic Investigation Team
- Burglary Suppression Planning
- Personnel and Community Services
- Community Emergency Response Team
- Police Chaplin Program
- Neighborhood Watch
- Vacation Checks

Staff is uncertain about the Sheriff's availability to participate in Safe Routes to School; however, staff expects that the Sheriff would provide some level of services related to this.

Also, the Town's Police Reserve program is at no cost, meaning that the Town's Reserve Officers do not get paid. The Sheriff provides reserve hours in their contract at a cost to the contracting jurisdiction.

The Town's Police Department has developed programs that are very specific and customized to Los Gatos and Monte Sereno. While the Sheriff may be able to provide some type of similar services, it is unknown as to what degree the Sheriff would be able to customize those services to the Los Gatos community. For more detail on many of these programs please refer to attachment 4 of the report.

**37. Is there an accounting breakdown of the hours spent doing Policing activities (patrolling, controlling traffic, investigations, etc.) versus community services (e.g., CERT, Victims Services, New Resident Outreach, etc.)?**

Answer: the Town does not track time in such a manner. Much of the community services component and management is incorporated into the daily activities of the Department's staff. The closest allocation of time can be found in the Police

Department's budget. The Police Department's budget is broken into programs (Administration, Records and Communication; Personnel and Community Services; Patrol; Traffic; Investigations; and Parking, Grants and Pass-Throughs). Within each program, there is an allocation of staffing and budget authority. For instance, within the FY 2015/16 patrol program, there are 25.5 sworn positions allocated which equates to 53,040 hours (2,080 work hours in a year multiplied by 25.5 sworn positions). In Traffic, there are 2.7 sworn positions or 5,616 sworn staff hours.