

Item 15
Written Comm.

Kerry Bigelow

From: Stan Donn
Sent: Monday, December 18, 2017 4:34 PM
To: Patricia Aguilar; John McCann; Mary Salas; Steve C. Padilla; Mike Diaz
Cc: Kerry Bigelow
Subject: Council Agenda 12/19 meeting, Item 15

Dear Madam Mayor and Honorable Councilmembers,

I respectfully ask that you allow the Public Safety Advisory Committee to continue their efforts in addressing public safety issues in Chula Vista. Although information on current levels of service and projected needs have been provided, the PSAC has not been given the appropriate amount of time to provide formal recommendations on potential solutions. It would be a great disservice to all concerned, most especially the community of Chula Vista to make decisions that will have long term structural consequences without there being the proper vetting of potential solutions.

Thank you for your efforts and consideration on this matter.

Sincerely,
Stan Donn

Stan Donn, AICP, Project Manager

City of Chula Vista, Development Services Department
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Item 15
Written Comm.

Kerry Bigelow

From: [REDACTED]
Sent: Tuesday, December 19, 2017 10:01 AM
To: Mary Salas; John McCann; Patricia Aguilar; Steve C. Padilla; Mike Diaz
Cc: Kerry Bigelow
Subject: 12/09/17 Council Meeting, Item 17-0521

Honorable Mayor and Councilmembers,

At this evening's Council meeting, you will hear a presentation on the City's Public Safety staffing strategies (Item 17-0521). I am a Chula Vista resident as well as a City employee and I am requesting that you hear tonight's item but respectfully ask that no actions are taken until the Public Safety Advisory Committee (PSAC), bargaining groups, and City administration are provided opportunities to thoroughly discuss the issues and are able to provide recommendations to the Council. Decisions that will need to be made to address short- and long-term public safety concerns will have long lasting structural and financial consequences for the City as a whole.

While public safety is a high priority for any City, Chula Vista has many other quality of life concerns and opportunities that must also be considered and balanced. As documented in the City's Amazon proposal, "A 2017 WalletHub study ranked Chula Vista among the top 11 Happiest Cities in the U.S. out of 150 most populous cities and national FBI data ranks Chula Vista as the Top 10 Safest Large City in the U.S." We are definitely doing many things right in this City and these studies are a testament to the Mayor, our Councilmembers, its employees and residents. I ask that you keep the City's Amazon proposal in mind which summarizes what makes our City great as you hear tonight's presentation. Funding is needed throughout the City and within every department to ensure our infrastructure is maintained, parks and open space are well-managed, businesses have resources to allow them to thrive, our technology is kept up to date, cultural arts remains alive and continues to connect communities, we are able to retain and attract highly qualified staff to join the City, etc. While the public may become passionate about their public safety needs and perspective, keep in mind that nationally compared, we are a Top 10 safe large city and the City has so many other needs and opportunities that will lead the community as a whole to prosperity.

Thank you,

Cheryl Goddard
[REDACTED]

Kerry Bigelow

From: Beth Chopp
Sent: Tuesday, December 19, 2017 4:51 PM
To: Kerry Bigelow
Subject: Public Safety Staffing Report

Kerry,

I understand that a report will be given on the need for additional personnel in the Police and Fire Departments.

I ask that Council only accept the report and not take any other action regarding City staff. I am concerned about the effect that this action could have on other City staff if the increased sales tax does not pass.

Sincerely,

Elizabeth Chopp
Senior Civil Engineer
City of Chula Vista
(619) 691-5046

Kerry Bigelow

From: Chester Bautista
Sent: Tuesday, December 19, 2017 4:56 PM
To: Mary Salas; John McCann; Patricia Aguilar; Steve C. Padilla; Mike Diaz
Cc: Kerry Bigelow
Subject: Agenda Item No. 15 - Public Safety Staffing Strategies Report

Good Evening Honorable Mayor and Council,

My name is Chester Bautista. I am the current president of the Western Council of Engineers (WCE) bargaining group and will not be able to attend the meeting tonight. I would like the Council to consider accepting the report and direct the staff to proceed with only the funding sources proposed in the report. Thank you for your time.

Chester Bautista,
President
WCE Chula Vista Chapter

Kerry Bigelow

From: Pedro Anaya [REDACTED]
Sent: Tuesday, December 19, 2017 4:28 PM
Subject: COMMENTS: PUBLIC SAFETY STAFFING STRATEGIES REPORT
Attachments: Chula Vista Public Safety MEMO MW.pdf

Hello,

Please find attached my comments regarding the following item to be heard this evening at Council

Item 12-0521 -PRESENTATION OF CITY OF CHULA VISTA PUBLIC SAFETY STAFFING STRATEGIES REPORT INCLUDING REVENUE OPTIONS AND PUBLIC OPINION SURVEY RESULTS

I am available at your convenience if you have any questions or would like to discuss.

Pedro Anaya Jr.

memo

To: Mayor Mary Casillas Salas and Chula Vista City Council
From: Pedro Anaya
CC: Chula Vista Public Safety Advisory Committee Members, Gary Halbert, Anne Steinberger
Date: December 19, 2017
Re: Public Safety Advisory Committee

Over the last few months, I have had the opportunity to serve on the city of Chula Vista's Public Safety Advisory Committee. As part of this effort, I have participated in several workshops, attended Council meetings and experienced ride-alongs with both the Fire and Police Department. Based on my participation I have pulled together my thoughts and some possible recommendations for consideration that I would like to include in the public record as part of the overall discussion. Although I think, much of the conversation has leaned, toward possible solutions being a half-cent sale tax increase and future economic development I think that alone will not be enough and additional areas need to be explored to find both short and long term solutions.

Both the police department and fire department have identified that in order to meet the needs of the City, staffing must increase. In the case of Police, they are as lean as they can be implementing several strategies over the last 10 years and now have reached a point where they are critically understaff. In fact, on my recent 12-hour ride along I was with an officer that did not have time for a lunch break and was only able to use the restroom once as we were on back-to-back calls the entire evening. Our fire department, is also seeking an increase in staffing but with a goal of increasing efficiencies and safety that as described will ultimately lead to a cost savings and better coverage as the City grows

To me it is clear that both the police and fire department have critical staffing needs that have been deferred for far too long, and need to be addressed to continue to be effective in meeting the needs of a growing City. The challenge we face is how to fund these efforts as there is very little fat left on the bone. More notable is how to fund this shortfall when new revenue sources are limited. Below are some of my thoughts I have developed throughout the discussion:

1. **Tax Initiative** – The immediate go to for most folks has been to institute a half-cent sales tax increase on top of our existing infrastructure sales tax that was recently approved, generating about 17 million annually. As a citizen who understands our needs, I would be supportive. However, we must be careful not to put all our eggs in this basket. This initiative alone will not cover the increasing costs and what if the voters reject this. When presenting this to voters we need to share a comprehensive solution that includes the sales tax initiative as part of something larger.

NOTE: Before proposing anything to the voters, a detailed fiscal analysis needs to be completed that includes the financial impact of both proposed solutions and if a tax initiative will be enough to cover it. Once completed, a plan that shows a phased approach for both the implementation and the projection of additional revenues over the next 5, 10 and 25 years. (I.e. economic development impact, tax initiative, etc.)

2. **Economic Development** – Chula Vista has great potential like no other city in our region. With the Bayfront, Millennia, and the University project there is plenty of growth coming our way that will generate new

revenue streams through TOT, sales tax and other fees. However, this is many years away and things can change. Not only that the additional revenue that come our way in my opinion will only be enough to keep up with our growth. The Bayfront will bring in new TOT but it will also bring in high rises and densities that will require unique and specialized fire protection.

3. **Police Specific Recommendations** – As mentioned above, the police department operates very lean but I do think there is some additional things that can be explored to help in the short and long term. These include:
 - **Web solutions** - Explore a web-based system to handle lower priority calls, such as reporting for insurance purposes. Our officers have a very hard time covering priority one and two calls. Do priority four calls really require an officer? If there is no crime being committed, or investigation needed, why put someone through a multi-day wait when all they want is an incident number. If they do need a personal visit, the first responder could be a senior patrol or explorer.
 - **Youth Mental Health Facilities** – I was disappointed to learn that in our City we do not have any facilities for youth who require a 5051. Currently the only option is Radys Children’s Hospital that takes officers off their beat for 2-3 hours. I would recommend that we explore solutions with the County and local health facilities to avoid the need for officers to leave the City. We are already at a deficit, why are we taking officers out of service. Could a policy be explored where an ambulance provides transport without liability?

4. **Fire Specific Recommendations** – The fire department is additional things that can be explored to help in the short and long term. These include:
 - **Staffing Models** – There has been a lot of discussion over the implementation of engine companies with four fire fighters. In addition, recently we have seen a proposal for “fire squads.” The national standard calls for 4-0 staffing as a way to ensure our engines are safer and more efficient and that alone is enough for me to support this model. However, I also understand, although initially it may sound counterintuitive, how additional staff could create efficiencies that would reduce cost both directly and indirectly. Before moving forward I would recommend a detailed economic analysis be done that identifies the potential of a 4-0 model, fire squads or hybrids to create cost savings efficiencies. Having this economic data would help us look at the bigger picture but also provide any additional solutions beyond just a sales tax increase.
 - **Ambulance Services** – During my ride along with Fire, 95 percent of the call we went on were medical in nature, and the majority of those calls we at the mercy of an ambulance arrival. It was explained to me that due to existing county policies and our current contract with AMR there was not much that could be done. I also believe that an RFP for ambulance services has not been released in a long time. I recommend exploring the issuing an RFP that would improve our existing contract to possibly free up our firefighters. Through competition we may find an ambulance service provider, or motivate our existing provider, to provide the level of staffing needed and avoid having engines sitting at a local medical facility (with nurses and doctors) for an ambulance to arrive for transport before moving on to other calls. Additionally I would explore the feasibility of bringing the ambulance contract in house and allowing Fire to respond to future RFP. This could also prove to be a revenue generator.
 - **Fire Safety & Medical Education** – We also need to be a proactive and work with our local community groups to develop a volunteer program to increase fire safety education. It is a shame that we have a trailer dedicated to this type of education that sits in storage. If done right, the City could collaborate to identify and apply for national grants to support this effort.

5. **Existing and New Fees** - Explore higher or new developer or licensing fees (card rooms, massage parlors, etc.) to help offset the need. However, I recommend a market study to make sure the market can bear it without affecting future economic development. Specifically look at the opportunities around digital signage (i.e. billboards). There are several models in place throughout the region were digital signage have been incorporated responsibly and generated revenue for City’s. Additionally, the recent discussions over Marijuana dispensaries can and should include additional fees to not only cover their public safety impacts but also provide additional revenue.

6. **Non-Negotiable** - I think a few things have been clear in our discussion. The City must avoid tapping into reserves. Salary cuts are no part of this discussion. There also should be no proposed cuts to other departments.

It has been a privileged to be included in this process and I look forward to continuing to work with = our Police and Fire Department, the City Council and Mayor, and our City staff to find a solution. I look forward to the day that our officers can once again engage in proactive- community based policing and that our Fire Fighters have the staffing needed to respond safely to each call.

Please pass on my appreciation the City's staff for leading us on this process and I look forward to our next steps. I am available for questions and always open to continuing the discussion. Thank you.

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