



STRATEGIC PLANNING

NOVEMBER 2022

Updated Mission, Vision, Values

SAN DIEGO COUNTY SHERIFF'S DEPARTMENT

MISSION

WE PROVIDE THE HIGHEST QUALITY PUBLIC SAFETY SERVICE TO EVERYONE IN SAN DIEGO COUNTY

VISION

WE EARN THE RESPECT AND CONFIDENCE OF THE PUBLIC AS A PROFESSIONAL PUBLIC SAFETY ORGANIZATION

✿ We instill trust and confidence by building relationships and by being open and visible in our actions.

WE ARE INNOVATIVE, COMPASSIONATE, AND RESPONSIVE TO THOSE WE SERVE AND WORK IN PARTNERSHIP WITH OUR COMMUNITIES

✿ We are considerate and invested in the services we provide.

✿ As members of the community, we are respectful and adaptive in our interactions.

WE ATTRACT AND RETAIN HIGHLY COMPETENT AND DIVERSE EMPLOYEES

✿ We are dedicated to the development and betterment of our people.

✿ Our department is an inclusive, united, and effective team.

CORE VALUES



FOCUS

2022: People Are Our Priority

2021: Fostering Trust & Delivering Excellence

2020: Do It Better

2019: Making Success Happen

2018: Transforming and Bettering Lives

2017: We Engage With Our Communities

2016: Our People Are the Priority

2013: Service With a Purpose
(Information Led Policing)

DEPARTMENT PRIORITIES

▶ 2016

- ✓ *Mobile Digital Communicator (MDC) Replacement*
- ✓ *Electronic Medical Records*
- ❖ **Medical & Mental Health Services (Chief Psychiatric Officer)**
- ✓ *Downtown Courthouse (Funding for the 33 Positions)*

▶ 2017

- ❖ **Medical & Mental Health Services**
- ✓ EVOC
- ✓ *Body Worn Cameras*
- ❖ *Commitment to Staff the Hospital Guard Unit & the Rock Mountain Detention Facility*

▶ 2018

- ✓ *Medical and Mental Health Services in our Facilities*
- ✓ *Mental Health Outreach & Intervention in Our Communities*
- ✓ *Detentions Analytical Program*
- ✓ *RESPECT Project*
- ❖ **Contract City Facility Replacement**
- ✓ *Events Unit*

▶ 2019

- ❖ **Aged Contract City Facilities**
- ✓ *Mental Health Services*
- ✓ Targeted Unincorporated Staffing
- ✓ *De-escalation Tactics*
- ✓ *Video Management System*
- ✓ *Cyber Security and Risk Awareness*

▶ 2020

- ✓ *Enhancing critical incident response*
- ✓ *Crime threat mitigation*
- ✓ *Cultural awareness and outreach*
- ❖ **NCCHC Accreditation**
- ✓ *Staff & inmate safety and security*
- ✓ *Employee engagement and talent management*
- ✓ *Technology incorporation & refinement in public safety response*

▶ 2021

- ✓ *Increase community engagement to foster public trust and inclusivity*
- ✓ *Provide homeless assistance and resource referrals*
- ✓ *Offer and provide reentry interventions*
- ✓ *Clear violent crime case investigations to bring resolution to victims and hold offenders accountable*
- ✓ *Deliver mental health services*
- ✓ *Recruit and hire for positions to staff Rock Mountain Detention Facility*
- ✓ *Provide career seminars and promotion seminars*
- ✓ *Enhance youth engagement and diversion opportunities*

- ✓ Underlined → In Process
- ✓ *Italicized* → Completed / Implemented & Ongoing
- ❖ **Bold** → Pending

2022 PRIORITIES

1. HIRING

2. INVESTING IN OUR JAILS

3. PUBLIC SAFETY

- ▶ Talent Management
- ▶ Medical & Mental Health Provision
 - ▶ Managing COVID-19
 - ▶ Medical Contract Implementation
 - ▶ NCCHC Accreditation Progress
- ▶ Body Worn Camera Deployment in DSB
- ▶ Wireless Network Enhancements in Detention Facilities
- ▶ Major Maintenance & Renovation of Aging Facilities
- ▶ Combating Drugs in the Jails
- ▶ Adhering to Legislative Mandates

FY 21-22 BY THE NUMBERS

- ✓ The Homeless Assistance Resource Team (HART) engaged over 2,757 individuals, conducted 357 outreach events, provided services at 628 locations, and housed 260 individuals, which includes elderly, veterans, disabled, and families.
- ✓ Rescued **203 people**, responded to **211 fires**, and conducted **702 water drops**.
- ✓ Responded to 222,358 public calls for service.
- ✓ **Cleared 9,668 warrants**
- ✓ **Answered 326,687 Emergency 9-1-1 Calls.**
- ✓ Conducted 161,412 deputy-initiated actions.
- ✓ **Received 2,594 CPRA requests** logged in GovQA
- ✓ Processed 5,309 applications for Deputy Sheriff Cadet.
- ✓ **Hired 229 Deputy Sheriff Cadets.**
- ✓ **Processed 17,197 criminal history requests.**
- ✓ Processed 54,952 10-print cards through AFIS.
- ✓ **Entered 31,768 warrants of arrest.**
- ✓ Entered/cancelled/updated 64,919 protective service orders.
- ✓ **Processed 50,944 inmate bookings.**
- ✓ Prepared and **served 4,316,490 meals** to those in custody.
- ✓ Prepared 732,000 meals for the Unsheltered Feeding Program.
- ✓ **Referred 470 severely mentally ill offenders** to contracted discharge planners.
- ✓ **Released 2,595 incarcerated persons** using the assessments by Sheriff's Pre-Trial Services.
- ✓ Conducted **103,311 mental health encounters** with incarcerated person.
- ✓ Provided **Reentry Intervention to 4,470 incarcerated persons.**
- ✓ Served 8,199 Temporary Restraining Orders; 2,927 Orders for Removal; and 2,107 Eviction or Move Out Orders.
- ✓ The Sheriff's **Waterpark Enforcement Team** provided security for **260 events and meetings** at the County Administration Center.
- ✓ Worked **14,548 cases out of 17,052 Crime Lab requests** received.
- ✓ In June 2022, the **Sheriff's Regional Crime Lab was recognized as an Implementor of OSAC Registry Standards.** The Organization of Scientific Area Committees for Forensic Science (OSAC) is a collaborative of more than 500 forensic science practitioners, industry scholars, lawyers, and other experts who represent local, state, and federal agencies. To earn this recognition, the Crime Lab implemented OSAC Registry Approved Standards into their everyday practice. Becoming OSAC certified means aligning our protocols to the highest national forensic standards; providing an additional level of confidence in the work the lab performs. It also increases the impact of admissible evidence and expert testimony in the courtroom. To date, the Sheriff's Crime Lab is among 89 government laboratories in the nation to earn this stringent certification. There are more than 400 publicly funded crime labs in the country eligible to participate in this process.

PERFORMANCE MEASURES

Performance Measure	FY 14-15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20	FY 20-21	FY 21-22	Q1 FY 22-23
Homeless Service Referrals				168 (42a/128d)	115 (32a/83d)	51 (6a/45d)			780
Percentage of Converted Sheriff's Fleet									
COMR - Community Relations CAD Activity*					1,582	1,760	1,007	1,175	364
Number of New Recruits									151
Calls for Service	289,631	288,975	228,036	239,998	226,935	223,562	224,478	222,358	54,424
Family Violence Victim Assistance									53
Number of Jail A Bookings	82,702	81,975	80,177	81,412	80,257	63,728	45,186	50,944	13,403
Case Clearance for UCR Part I Violent Crimes *		1,187	1,334	1,821	1,490	1,611	1,484	1,761	426
Mental Health Encounters							57,663	103,311	30,894
Reentry Interventions							5,165	4,470	
9-1-1 Calls Answered within 15 Seconds*				95%	96%	95%	94%	89.6%	
Field Interviews (FI)*	16,999	15,715	12,672	13,183	11,364	9,450	11,721	11,891	4,020
DIA's*		230,181	208,593	216,886	209,448	201,091	151,167	161,412	46,993
Warrants Cleared*	2,448	7,813	22,601	20,278	24,489	14,701	8,511	9,668	2,196
Evidence Backlog *			51,906	4,982					
Mental Health Screenings*		2,553	7,446	4,589	10,786				30,894
Compliance Checks *			226	164	181	63			
Arrests*	30,100	30,551	30,569	29,702	30,265	28,095	17,196	22,624	5,890
<i>Misdemeanor</i>	17,079	17,840	16,467	16,471	16,399	14,725	10,679	10,290	2,726
<i>Felony Arrests</i>	7,902	7,468	8,805	8,191	8,538	7,889	6,517	8,358	2,110
<i>Juvenile Felony Arrests</i>	334	335	446	483	402	397	244	398	96
<i>Adult Felony Arrests</i>	5,799	5,477	6,741	6,198	6,723	6,226	6,273	6,188	1,583

Reporting for FY 22-23 Operational Plan

* Historical-Used in Prior Op Plans

Reflects All Commands, All Arrests Including: Adult, Juvenile, Detention Only

Field Interviews are No Dups & Number of FI Reports

HISTORY OF THE GMS

Initial
Board
adoption
of GMS

1997

2007

Board updated
GMS and adopted
new Strategic
Initiatives

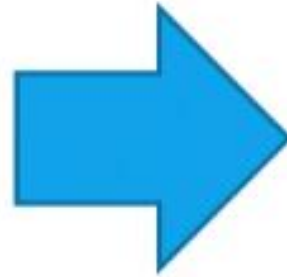
2010

Board Adopts *Live
Well San Diego*
vision

2022

Reimagined GMS,
Strategic Plan,
Mission, Vision,
Values

REIMAGINING THE GMS



STRATEGIC INITIATIVES



SUSTAINABILITY

Sustainability

Economy
Climate
Environment
Resiliency



EQUITY

Equity

Health
Housing
Economic Opportunity



EMPOWER

Empower

Workforce
Transparency and
Accountability
Innovation



COMMUNITY

Community

Engagement
Safety
Quality of Life
Communications
Partnership



JUSTICE

Justice

Safety
Restorative
Environmental

2 Changes of Reimagined GMS

1. IMPLEMENTATION
OF NEW
STRATEGIC PLAN
2. IMPLEMENTATION
OF BUDGET
EQUITY
ASSESSMENT
TOOL

STRATEGIC PLAN

- First step of the GMS
- Defines County culture by embracing specific values that lead into Strategic Initiatives

STRATEGIC INITIATIVES provide the framework for the County to set measurable goals. These initiatives are designed to span the entire organization, break down silos, and extend across groups for all departments to see their work contributing to the overall success of the region.

SUSTAINABILITY:

Economy

- Align the County's available resources with services to maintain fiscal stability and ensure long-term solvency.
- Create policies to reduce and eliminate poverty, promoting economic sustainability for all.

Climate

- Actively combat climate change through innovative or proven policies, green jobs, sustainable facility construction or maintenance and hazard mitigation.

Environment

- Protect and promote our natural and agricultural resources, diverse habitats and sensitive species.
- Cultivate a natural environment for residents, visitors and future generations to enjoy.

Resiliency

- Ensure the capability to respond and recover to immediate needs for individuals, families, and the region.

EQUITY:

Health

- Reduce disparities and disproportionality and ensure access for all through a fully optimized health and social service delivery system and upstream strategies.
- Focus on policy, systems and environmental approaches that ensure equal opportunity for health and well-being through partnerships and innovation.

Housing

- Utilize policies, facilities, infrastructure, and finance to provide housing opportunities that meet the needs of the community.

Economic Opportunity

- Dismantle barriers to expanding opportunities in traditionally underserved communities and businesses, especially communities of color and low income.
- Advance opportunities for economic growth and development to all individuals and the community.

EMPOWER:

Workforce

- Invest in our workforce and operations by providing support services and excellent customer service to ensure continuity of operations remains at its best.

Transparency and Accountability

- Maintain program and fiscal integrity through reports, disclosures, and audits.

Innovation

- Foster new ideas and the implementation of proven best practices to achieve organizational excellence.



COMMUNITY:

Engagement

- Inspire civic engagement by providing information, programs, public forums or other avenues that increase access for individuals or communities to use their voice, their vote, and their experience to impact change.

Safety

- Support safety for all communities, including protection from crime, availability of emergency medical services and fire response, community preparedness and regional readiness to respond to a disaster.

Quality of Life

- Provide programs and services that enhance the community through increasing the well-being of our residents and our environments.

Communications

- Create proactive communication that is accessible and transparent.
- Offer interpreters for community meetings or translations of information to ensure residents have every opportunity to make informed decisions while listening to, participating in or using County services or programs.

Partnership

- Facilitate meaningful conversations, shared programming, grant opportunities, or other opportunities to maximize resources through community partnerships to benefit the region.

JUSTICE:

Safety

- Ensure a fair and equitable justice system in the defense and prosecution of crimes, investigations of abuse and neglect, and support and services for victims.
- Focus efforts to reduce disparities and disproportionality across the justice system.

Restorative

- Contribute to a system of restorative justice that strives to repair harm to victims and to the community at large, as well provide inclusive opportunities for justice involved individuals to contribute to the region.

Environmental

- Advance equal protection and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies with an urgent focus on communities of color and low-income communities recognizing they historically lacked the same degree of protection from environmental and health hazards.
- Ensuring equal access to decision-making processes that create healthy environments in which to live, learn and work.

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Fiscal Year:



Fiscal Year 2022-23



Fiscal Year 2023-24

1. What dollar amount and percentage of your budget/budget request will support programs and services designed to advance equity for most impacted communities and communities historically and currently suffering from inequalities and inequities in the County of San Diego such as communities alienated by geography, low-income populations, Black Indigenous and People of Color (BIPOC), LGBTQIA+, people with disabilities, youth, older adults, immigrants, and refugees? **Adapted from City of Austin's Equity Assessment Tool (2021)*

The North County Transit District has requested three deputies to assist with their provision of public safety services. This request requires appropriations in the amount of \$###,###. Public safety encompasses more than just the enforcement of the laws. The Sheriff's Department provides law enforcement services that aim to protect everyone's human right to life, liberty, and security of person. Public safety includes engagement, involvement, and connection to the communities. This budget request is not directly designed to advance equity for the most impacted communities, but will likely benefit members of those impacted communities especially those who utilize the transportation.

2. How will your budget/budget request benefit communities historically and currently suffering from inequalities and inequities and most impacted communities? What is the anticipated positive impact?

The department also strives for equitable and positive outcomes in our communities, which means that the law enforcement services afford our communities a chance to lower crime and improve quality of life throughout the entire jurisdiction. Ensuring safety and that everyone is provided public safety is essential for thriving communities. The department is committed to keeping our communities safe and as crime free as possible. This budget request benefits members of all the communities in San Diego County that visit, utilize, or conduct business on the NCTD or its premises, which includes those communities historically and currently suffering from inequalities and inequities.

3. What could be some potential negative unintended consequences of your proposed budget/budget request to communities historically and currently suffering from inequalities and inequities and most impacted communities? How does your department plan to mitigate these negative unintended consequences? **Adapted from the County of Milwaukee's Racial Equity Budget Tool (2021)*

Staffing is to enhance law enforcement services to increase the safety on the premises of the NCTD. Increasing law enforcement staffing does not have a direct correlation to the jail population's demographics or size. Criminality is determined on activity not on racial or ethnic factors.

Operational Plan Goals for FY 22-23



Department Objective	Strategies
Convert a percentage of the Sheriff's fleet to hybrid and hybrid electric vehicles (Short-term & Mid-Term)	<i>Over the next 5 years, the department's sustainability goal is to purchase an additional 365 plug-in hybrid and hybrid electric vehicles. This would start with the FY22-23 and will effectively convert 27% of the Sheriff's fleet by the end of FY26-27, subject to Department and General Services Fleet and Department of Purchasing and Contracting's ability to complete the purchases as well as market conditions and availability.</i>
Expand opportunities for virtual delivery of customer service and engagement experiences to reduce vehicle miles traveled by clients/customers (Mid-Term)	<i>The department will continue to explore and enhance website and portals that allow for customer service delivery and efficiency. In addition, the department will provide virtual engagement opportunities.</i>
Evaluate and determine additional administrative and office functions that can be conducted with electronic/digital signature or approval to reduce use of paper (Short-term)	<i>Evaluate the needs that can be met with electronic execution whether digital signature, confirmation receipt, etc. Ensure that the Forms Committee assist and work with bureaus to determine eligible processes for paperless operation.</i>
Assess additional programs and work products that would be ideal to convert or expand into an electronic filing system to reduce physical space usage and overall paper usage/waste (Long-term)	<i>The department will expand its already robust electronic filing of data and documents. The department will survey and assess programs and projects that could effectively be converted into electronic filing.</i>
Extend programs and engagement with our underserved and diverse communities	<i>These programs include, but are not limited to the Sheriff's Academy, RESPECT Project, and virtual town halls.</i>
Tailor the Sheriff's Neighborhood Watch Program (NWP) to the unique needs of each community and enhance participation	<i>Enhance and encourage existing NWPs, and seek opportunities to support communities in creating NWP where it is currently not established.</i>
Enhance tracking for homeless outreach to provide a more comprehensive and equitable outreach approach that can offer wrap-around services	<i>HART strategies will incorporate system to allow for better service delivery to the individual based on their specific needs and condition.</i>
Continue to make significant progress towards achieving compliance with the National Commission on Correctional Health Care (NCCHC) standards in pursuit of accreditation	<i>This includes implementing policies; hiring staff to expand mental health services and provide 24/7 nursing; and renovating and updating facility infrastructure to provide for the highest level of care and safety for incarcerated persons across the system.</i>
Support communities impacted by family violence through proactive outreach, partnering with the District Attorney, and actively referring victims to services	<i>Provide information and referral for victims of family violence and continue the partnership with the District Attorney to reduce incidents of victimization.</i>
Detention facility healthcare will be enhanced by implementing evidence-based, medication assisted treatment for opioid use disorders and working with Behavioral Health Services on effective care coordination for patients returning to the community.	<i>Begin MAT in the jails and coordinate with BHS for effective discharge planning of those patients once they leave the jails and reintegrate back into the community.</i>
Recruit and retain diverse representation of sworn and professional personnel that reflects demographics of our region	<i>This includes but is not limited to expanding recruiting scope and breadth to attract ideal candidates. It also includes continuing to provide career opportunities and training for current staff to feel enriched and ensure retention.</i>

Upcoming



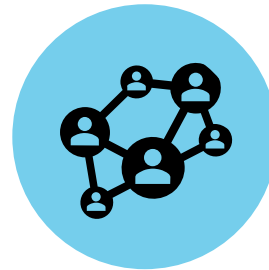
New Sheriff Takes Office

January 9, 2023



Annual Report

Jan – Feb 2023



Mentoring Mixer

March 2023



**Operational Plan /
Budget**

February – April 2023

Thank you!