



SAN DIEGO COUNTY SHERIFF'S DEPARTMENT 2019-2020 ANNUAL REPORT



MAKING SUCCESS HAPPEN



William D. Gore
Sheriff



Michael Barnett
Undersheriff



Kelly Martinez
Assistant Sheriff
Law Enforcement



Anthony Ray
Assistant Sheriff
Courts / Human Resources



Frank Clamser
Assistant Sheriff
Detentions



Frank Motley
Executive Director
Management Services

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A Message From Your Sheriff

As we begin a new decade, I cannot help but be filled with pride at how well the Department has progressed amid mandated criminal justice reforms and intense public scrutiny. I have always viewed those who wear a uniform and carry a badge as special. This is a high calling and it comes with unique responsibilities, above and beyond most professions.

We have achieved in large part, the vision that we created in my first elected administration. We have made San Diego the safest urban county in the nation; reducing crime rates to their lowest levels. Our communities have reaped safety returns on the department's investment in information-led policing (ILP).

2019 was, in many ways, a landmark year for change in law enforcement throughout California. Several bills were passed in California that affect some of the core aspects of public safety service, including transparency and use of force. Major events tested our effectiveness, focused community concern, and directed our resources and training. Increasing numbers of inmates requiring mental health services have underscored the importance of proper care and services within our detention facilities, while the effectiveness of our vocational, drug treatment, and lifestyle programs within our jails has led to encouraging results.

We have become a model for adaptation in public safety operations, enhanced our regional cooperation, built strong partnerships, and created trust with our communities. In many ways, we should all be proud of how we have shaped this department into a model of public safety service, but there is always more work to be done. With the strong foundations we have built in culture and policy, high quality employees, and outstanding leadership, I am confident we will exceed the demands that lay before us. Stay true to our Department values and focus on our mission, and this decade will be even greater.

William H. Gore



Defining the Decade

Impact and Influence

Sheriff Gore provided the visionary leadership necessary for the San Diego County Sheriff's Department to become a model of professionalism for public safety agencies. The Department's professionalism demonstrated while responding and adapting to the systemic criminal justice reforms, societal upheaval, and intense scrutiny throughout this decade, was key to our success. Our adaptation and innovation engine is firing on all cylinders. As one of California's largest law enforcement agencies and a regional leader, it is our responsibility to recognize and respond to trends and changes in public safety. The department initiated and accomplished major changes in function and approach over the past decade.

Realignment

One of the greatest criminal justice shifts in California was Public Safety Realignment 2011, which was a fundamental change in the system. Realignment shifted responsibility over lower-level felons from state prison and parole systems to county jail and probation systems. This pushed our jail facilities to capacity with convicted felons and parole violators, and increased the risk of violence among inmates and against our staff. It also elevated attempts to move contraband, particularly drugs, into the jails. In anticipation of the implementation of Realignment, the Department mapped out plans for housing inmates and constructing new facilities. The Department's leadership also understood that given the nature of the realigned population, focused efforts would have to be dedicated to affecting the recidivism or re-offense rate for the California Department of Corrections and Rehabilitation (CDCR) population. In 2011, the recidivism rate for CDCR's population was 70 percent.

The policy response to Realignment in San Diego County was a fully integrated effort. Working closely with our partners at the District Attorney's Office and the Probation Department, as well as other frontline law enforcement agencies, the men and women of the Sheriff's Department remained focused on their mission: to make San Diego County the safest urban county in the nation. Realignment presented an obstacle to that mission, but it also created a new opportunity to have an impact for good in the region. At the time of the bill's passing, we anticipated an increase of about 2,000 inmates to our 4,600 average daily inmate population. By 2019, our daily average inmate population was at 5,630, with an additional 500 individuals supervised in alternative custody options.

Transforming and Bettering Inmates' Lives

The Department recognizes the need to provide a more individualized approach to public safety and rehabilitation; one that makes the person better after experiencing our services. In 2016, the staff at the award winning Las Colinas Detentions and Reentry Facility (LCDRF) participated in a Gender Responsive Policy and Practices Assessment (GRPPA) and transitioned towards a gender responsive and trauma informed (GR/TI) facility. Overall, the GRPPA findings were positive. Due to the specialized and focused approach of LCDRF regarding women's rehabilitation, the department has had numerous requests for tours by state and national partners. It is the goal of the facility to improve the quality of programs and services for women involved in the criminal justice system.

Addressing medical and mental health issues in the detention facilities was among the priorities of the Department. Through the medical service contract with Tri-City Hospital, the Detentions Services Bureau (DSB) began its telemedicine pilot program in September 2016. DSB also began seeking National Commission on Correctional Health Care (NCCHC) accreditation. A consultant team for the NCCHC completed an assessment in December 2016 to assess our jail system against the 59 NCCHC standards.

Among the strategies employed to address the increasing number of inmates with mental health issues, DSB further enhanced and expanded its Inmate Safety Program, which began in 2015. In 2016, the Detentions Training Unit (DTU), Video Production Unit, Medical Services Division and Detentions Support Division completed a training video for sworn and professional staff regarding the Inmate Safety Program. In addition, DSB worked with the Psychiatric Emergency Response Team (PERT) to develop simulated mental health training that was rolled out in 2017.



With the successes of the Jail Based Competency Treatment (JBCT) program that the Department participated in through San Bernardino County, DSB worked to implement its own program here in San Diego. The goal was to improve the mental health service delivery system to both prevent and reduce suicides. In February 2017, the California Department of State Hospitals entered into an agreement with the Sheriff's Department to establish a 30-bed JBCT Program at the San Diego Central Jail. DSB oversees the management of the JBCT program, which is operated by Liberty Healthcare. This program speeds up the justice



process by allowing inmates to be locally restored to competency to stand trial, rather than waiting for an available bed at a state hospital.

As part of DSB's effort to expand jail mental health services, additional Mental Health Clinician positions were added from 2017-2019 to provide day-to-day clinical services. These services are a part of the Inmate Safety Program and promote mental health stability. The collaborative team effort between physicians, clinicians, nursing staff,

custody staff, law enforcement partners, court services, and community partners contributed to improved communication and case management.

Although scrutiny from certain media outlets has focused on jail deaths and tried to convince others that the Department has inadequate healthcare services within our detention facilities, we are heading in the right direction. Providing daily care and treatment for the more than 5,600 inmates in our custody is no small challenge, and the demands for mental and medical care are on the rise. We have met those demands and continue to improve our facilities and services.

While we have achieved compliance with a substantial number of the compliance indicators, we continue to work toward full compliance. Many of the standards require new policy and procedure to be written and this process continues. Currently, only one other agency in California holds the distinction of NCCHC accreditation. To better meet NCCHC requirements, the department expanded mental health care service hours. We have also improved the intake screening process to more effectively identify inmates who pose a risk for suicide. In addition, changes were made to the suicide prevention training provided to staff to align with the guidelines established by the NCCHC. One of the most significant changes instituted in 2019 was the implementation of a new electronic health record system. The system helps the department provide the best possible housing, treatment, and care for each inmate.

Reentry Services

On a scale unlike anything before, Realignment put the Sheriff in the serious business of reentry - transitioning inmates from custody into the community. While inmates are in our custody, we aggressively take advantage of that time to provide opportunities for success when they leave our custody. If we can influence their future decisions for good, we hope that it means less crime on our streets and more law-abiding

productive members in our community. To better affect the Department's own return to custody rate, we invested in reentry services—expanding vocational training, substance abuse treatment, cognitive behavioral therapy, and educational options.

The County Parole and Alternative Custody Unit (CPAC) was developed in 2012 to maximize jail bed availability by socially reintegrating low-risk offenders back into society using alternative custody programs. In July 2012, the first group of offenders were placed on electronic monitoring. Since then, approximately 500 inmates at any given time are in one of our alternative custody programs. CPAC started placing eligible offenders in the RRC in November 2012. These offenders gained job readiness skills and were encouraged to seek employment while under the supervision of the CPAC Unit. The CPAC Unit led the effort toward a reentry model in detentions and 2013 marked the first full year of the CPAC. In 2013, we enrolled a total of 1,494 participants between electronic monitoring and County Parole, resulting

in a total of 60,222 bed-days saved. The CPAC program expanded its alternative custody options over the decade. In 2019, a total of 1,684 participated in the CPAC programs, resulting in a total of 104,906 bed-days saved. The CPAC program has had a good completion rate with its programs and is a crucial component of the Department's Reentry Services.

In 2018, the Department's Programming for Reentry, Support, and Stability (PROGRESS) alternative custody program was implemented. PROGRESS is a Sheriff's and County of San Diego's program under the national Stepping Up Initiative and its intent is to reduce the number of people with mental illness in our jails. Those selected for PROGRESS have been placed into a residential reentry facility in the community where they were provided with mental health programming while serving their sentence. Since the program began, it has had an average of sixteen participants at any given time. Each participant is assigned a counselor, provided cognitive behavioral therapy, and are regularly evaluated by a psychiatric



Culinary Arts Program



Landscape Program



Horticultural Program



Barista Program



Sewing Program

nurse practitioner. In addition, the counselors have worked with any participant interested in having contact with their family while in the program. This has proven to be a very integral part of participant's successful reentry into the community. PROGRESS also provided participants with individualized discharge planning, to include enrollment into community housing programs and/or drug treatment programs that have a residential component. This greatly reduced the risk of homelessness for these participants. In 2019, 48 inmates participated in the program.

We have continued to expand reentry services within our jails, with the goal of rehabilitating offenders and reducing future crime. The Department now offers nearly four dozen educational, vocational, wellness, and psycho-social programs, which empower inmates to change their way of thinking, improve their lives, and become productive members of society. The Washington Post Magazine praised Las Colinas Detention and Reentry Facility as the "gold standard" in preparing women for their return to society.

Information Led Policing

In a lot of respects, Reentry Services was an important piece of a larger whole that included Information Led Policing (ILP). Research has shown on paper what law enforcement professionals know from experience; serious and prolific offenders pose tangible threats to communities. In 2012, we took the next step in community-oriented and problem-solving policing models and adopted the ILP model of crime fighting. Use of the ILP philosophy helps to disrupt crime more effectively than traditional random patrols.

Staff purposefully monitors prolific and serious offenders because numerous studies have shown that a relatively small portion of the population is responsible for the majority of criminal activity.

ILP provides a collective focus to target crime trends where it occurred by bringing all of the available law enforcement and community resources to bear on a given problem. ILP pairs our Department's highly trained deputies and analysts to maximize technology and implement strategies to prevent and reduce crime. This collaborative and comprehensive process was put under control of commanders at each of our stations and substations. Different communities have different law enforcement needs. From violent criminal gang infestation to loud parties to retail shoplifting, each city had its own unique set of issues. By comprehensively targeting the highest community priorities, using traditional police work, supported by sophisticated tools and professional analysts, we are able to make measurable reductions in the crime rates.

The Department is committed to a more data driven approach to public safety. ILP delivers more meaningful and measurable improvements in our communities. The Department's focus on ILP continues to show great upside potential. Since 2013, the department has progressed its ILP strategy. It now has gone beyond just the patrol stations, and is utilized in all aspects of our operations. ILP strategies are employed in our detention facilities to counter criminal threats and mitigate safety concerns posed by the actions of inmates. Ensuring the right information is available to the deputy and decision-maker when they need it is the crux of this strategy. ILP leads us towards significant and sustained impact.

Transparency in Policing

In the latter half of the decade, focus on police injustice spurred the need for increased transparency in policing. One response by many agencies was the incorporation of body worn cameras. The Department completed an extensive vetting process in selecting its body worn camera platform, and was able to implement the Body Worn Camera (BWC) program in 2017. As part

of the BWC Program, the Department established a Video Analysis Unit to coordinate, train, and manage the program. In order to ensure seamless integration into cases sent for prosecution, online access to videos was provided for the District Attorney's Office and the Public Defender. Since the implementation of the BWC Program, both the public and the deputies have had an increase in the number of positive outcomes during the encounters.

Several California bills were passed in 2019 that affect some of the core aspects of public safety service, including transparency and use of force. Changes in public safety require us to innovate boldly. Our responsive and bold innovations have made the Department a model for adaptation. Several programs developed by the Department in response to the dynamic social environment and legislative mandates of the state were requested and replicated by agencies in the region and across the state.

In the interest of law enforcement transparency, 2019 saw the passage of Senate Bill 1421 and Assembly Bill 748. Essentially extensions to the California Public Records Act, these bills require law enforcement to release information upon request by the public. Senate Bill 1421 identifies specific peace officer personnel records related to misconduct, which for years were considered confidential and required a judge's order for release, to now be available for public inspection. Assembly Bill 748 adds video and audio recordings relating to a critical incident, including body-worn camera video, to the list of records which must be released upon request. In the months following the enactment of these bills, the Sheriff's Department received hundreds of requests for records – each with its own time limit and redaction requirements for disclosure – imposing significant time and labor expenses on the Department. The Sheriff's Legal Affairs Unit provided guidance and direction, while a special team was formed to process these requests efficiently and in compliance with the law. To



lessen the burden and promote transparency, we began proactively releasing records on the Department's website, which meets the criteria established in SB1421 and Penal Code 832.7. Additionally, the Department is in the process of developing software to help facilitate and track records requests.

Another major legislative impact on law enforcement came from the Governor signing Assembly Bill 392 into law in August 2019, which went into effect on January 1, 2020. This bill amends the Penal Code definition of justifiable homicide when committed by a peace officer in the line of duty, and also amends the requirements for use of force to be "objectively reasonable." For the use of deadly force to be justifiable, it requires a threat of imminent death or serious bodily injury to the officer or another person, among other requirements. Threat of suicide or self-harm by itself does not justify deadly force. To get ahead of this change, the Department began training to the new requirements and the Division of Inspectional Services (DIS) began

updating policies and procedures. DIS plays key a role in ensuring the department is not only up to date with legislation and requirements, but also assists in meeting compliance. DIS was a unit that rose out of Sheriff Gore's vision of professionalism for the department. Its core purpose is to enhance the managerial skill set by providing analyses, appraisals, recommendations, and objective assurances and consulting services.

Transparency helps to build community trust, but at the core it's about how the communities feel about how we do business; and our engagement and consistent professionalism is key. San Diego County is a community of neighborhoods; each unique and essential. The Department emphasizes community engagement and views it as the cornerstone for providing high quality service to our citizens. In 2019, we put in place a Community Relations Director to enhance consistent and energetic engagement with members of the communities we serve. The Community Relations Director assists with discussing, relaying, and clarifying our role as a public safety provider.

OUR MISSION

WE PROVIDE THE HIGHEST QUALITY SAFETY SERVICES TO MAKE
SAN DIEGO THE SAFEST URBAN COUNTY IN THE NATION.

OUR ORGANIZATIONAL VISION

 **WE EARN THE RESPECT AND THE 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 AND RESPONSIVE TO THE NEEDS OF 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 SKILLED AND DIVERSE EMPLOYEES.**

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

→ Our department is a cohesive and effective team.



Strategic Plan 2020

The Department's long-term strategy is anchored in consummate professionalism, adapting to change, building partnerships, innovating solutions, and providing the highest level of professionalism in our public safety services. We achieve this success by clearly articulating priorities and strategies to guide our decision-making and resource allocations with a vision for the future rather than just a view of the present. As one of the largest law enforcement agencies in the state, we believe that professionalism reduces risk, adaptation breeds effectiveness, innovation provides efficiencies, and partnerships add depth and breadth of impact.

Professionalism

Our intentional focus on professionalism encompasses our entire operations.

Adaptation

Our department develops programs that become the model for other public safety agencies. Effectiveness is about doing the right things.

Innovation

We are pioneers in public safety solutions and provide for the needs of our people and customers. Efficiency is about doing things right.

Partnership

Our outreach, networking, and task force involvement expands our influence and presence to better impact the quality of life of our customers.



Our department is working together across functional, operational, and geographic lines to solve problems and improve performance. It is inspiring to see the teamwork and collaboration in the department.

We must stay nimble and continue to pursue excellence. As the only law enforcement agency in San Diego County that provides detentions, courts, and law enforcement services to the community, the San Diego County Sheriff's Department is often the center of attention. The decisions we make can have a great impact on our regional agency partners. Therefore, we must be cognizant of our role as leaders in the law enforcement community and act responsibly. We must be proactive and responsive to community needs and think globally as we move forward. We will continue to look for ways to leverage technology, foster innovative thinking, encourage collaborations, and be creative in our delivery of public safety services.

To fully leverage our Department's potential, there needs to be commitment and grit from every level and across disciplines. For 2020-2021, let's "Do It Better."



Focus in Pursuit of the Mission:

2019 – Making Success Happen

As part of the department's strategic planning, the Sheriff has provided the department with a vision and given keystones to focus on throughout his tenure. These are not yearly endeavors, but more of a commitment to staying nimble.

The following is a list of the department's keystones over the past decade:

- Utilizing Innovative Technology (2012)
- Information Led Policing (ILP) (2013)
- Our People are the Priority (2016)
- Engaging with Our Communities (2017)
- Transforming and Bettering Lives (2018)

Our people diligently worked towards building on these keystones to progress the department, and in recognition of that effort, 2019 was all about "Making Success Happen." The following is not an exhaustive list, but these accomplishments demonstrate the department's pursuit of making success happen.

Creating the Culture of Mentorship

The Sheriff's Department is comprised of bright and talented employees. For those driven to help lead the organization in making success happen, mentoring will be key. Mentoring helps the Sheriff's Department prepare, retain, and develop current and future leaders in the organization. This year, the department took several steps to instill the foundation for the culture of mentorship: revamped the formal **Mentorship Program**, kicked off the quarterly **Mentoring Mixers**, and created the Sheriff's **Mentorship Lottery**. The formal Mentorship Program is akin to the Big Brother/Big Sister program with the mentor assisting the mentee in all aspects to make them better people and better employees. The Mentoring Mixer is a series of short, focused interactions between a mentee and a variety of mentors. It's a spin on speed mentoring and provides an open invitation for mentees to ask questions that range from practical advice related to specific needs to more philosophical questions about their careers. The Sheriff's Mentorship Lottery allows for the Undersheriff and select executives to mentor a career minded supervisor to best prepare for advancement into a role of greater responsibility within the department. The mentees are randomly selected in a lottery and paired with an executive.

Focus in Pursuit of the Mission
MAKING SUCCESS HAPPEN



Appointment of Sheriff's Chief Medical Officer

After an extensive search and the interviewing of several highly qualified candidates, the Sheriff appointed **Dr. Jon Montgomery** to the position of Sheriff's Chief Medical Officer. Since joining the department in April 2019, Dr. Montgomery has led our medical team in developing best practices in primary care, implementing a new electronic health record system, building systems that meet the requirements for accreditation by the National Commission on Correctional Health Care (NCCHC), expanding the jail mental health program, and building new collaboratives with agency partners and community stakeholders.



Dr. Montgomery is a native of Seattle, Washington. Dr. Montgomery retired from the United States Navy serving his last post as the Medical Officer and Department Head of Operations for the Navy Environmental and Preventive Medicine Unit (NEPMU) Five. He also served as an assistant professor for Preventive Medicine at the Uniformed Services University.

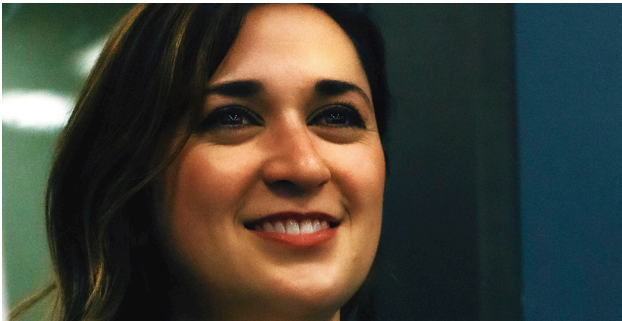
Appointment of Crime Lab Director

Jennifer Harmon joined the department in August 2019 and brought with her more than 11 years of crime lab management and leadership experience, with her most recent position as the Orange County Crime Laboratory's Assistant Director over the Forensic Chemistry Bureau. Ms. Harmon's teams have implemented new sexual assault kit evaluation and processing in both DNA and Toxicology, including the navigation of newly obligated state legislation; oversaw restructuring of stakeholder satisfaction surveys delivering actionable feedback; identified stakeholder training to improve overall case processing and customer service; and ensured maintenance of the laboratory's international accreditation.



Ms. Harmon's focus is creating a laboratory culture of customer service, quality, and industry best practice. Ms. Harmon spent 18 years with the Orange County Crime Laboratory and is a forensic toxicologist by technical training. She is the current president of the California Association of Crime Laboratory Directors, past president of the California Association of Toxicologists, and sits on a technical advisory panel for the International Association of Chiefs of Police. She joined the Sheriff's department with significant forensic laboratory, legislative, and public administration expertise.

Appointment of Community Relations Director



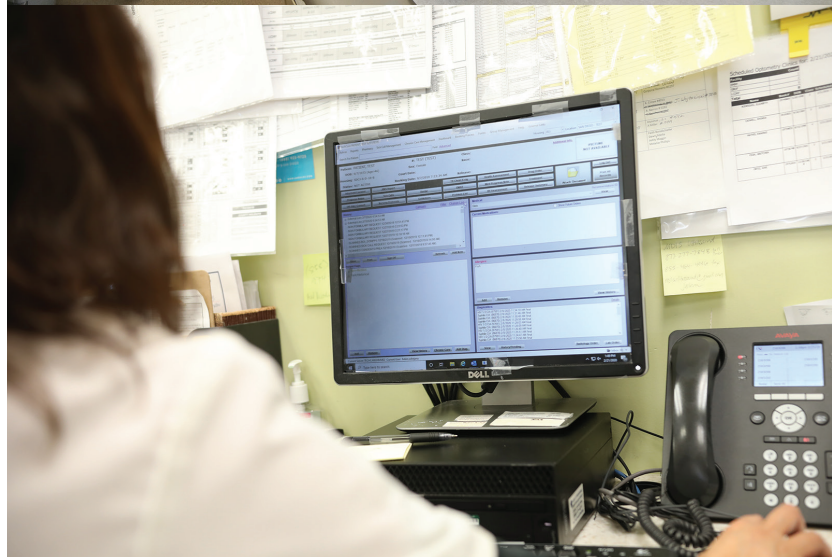
In March 2019, **Nadia Binderup**, the Sheriff's Department Community Relations Director, began her work in strengthening and building partnerships within our communities through outreach and education regarding the services provided by the Sheriff's Department.

LGBTQ+ Awareness Training

The Sheriff's Department partnered with the San Diego History Museum to utilize the LGBTQ+ Triumphs and Struggles exhibit as part of the LGBTQ+ Awareness Training provided to 650 attendees, both sworn and professional staff. The training provides participants with a general understanding of LGBTQ+ identities, basic terms and vocabulary, including the distinction between sexual orientation, gender identity, and gender expression. Photos Courtesy of the San Diego History Center

Implementation of Techcare

In September 2019, the department deployed and implemented the electronic health records system, Techcare, after over two years of development and collaboration with the vendor, Naphcare. This new system assists staff in timely gathering of an inmate's health history to ensure appropriate access to care and treatment. In addition, the capabilities of a stand-alone electronic health record assists providers in identifying trends and issues to prevent complications from potential chronic disease. Techcare substantially increases operational efficiencies that give health providers more time to spend with patients to address their needs.



De-escalation Training

De-escalation is a combination of tactical communication with a balanced use of force response to critical situations in order to achieve positive outcomes. This thought process has been taught for years to our sworn personnel, but never completely formalized in naming, policy, or training. In August 2018, the department created a working group to develop a formal plan to incorporate formal de-escalation training. Members of that group attended the Los Angeles Police Department's (LAPD) De-escalation course at the Granada Hills Academy. The course was a four-hour course with class instruction and practical exercise. The Department worked with LAPD to develop its own course. In 2019, the approved course began to be provided to deputies through the academy and in both the Continuous Professional Training (CPT) and the Standards and Training for Corrections (STC) training cycles. In 2019, approximately 1,690 deputies were provided the training in order to better respond to and manage critical incidents.

Cyber Security and Risk Awareness Training

In 2019, the department's Data Services Division developed a Cyber Security and Risk Awareness Training that was provided to all employees by December 2019. The training is a mitigation strategy and is a tool to equip employees with knowledge to better prevent against cyber threats to the department. This training was specifically designed to enhance employee awareness to the cyber threats and to inform them of best practices to avoid allowing any type of intrusion to the department's network. This is essential as most intrusions and attacks prey on the ignorance or trust of company personnel to gain access the networks. A cyber-attack would not only degrade the integrity of data systems but, it could adversely affect the delivery of our services to the community.





Reentry Services Science Program Collaboration with UCSD

In 2019, University of California, San Diego (UCSD) has introduced new science workshops at East Mesa Reentry Facility. This program consists of a series of lessons sharing a scientific theme, taught by a cohort of biology PhD students at UCSD. The theme of each cohort varied, but some are specifically aligned with the vocational trades, for example, the science of food for the culinary vocation. Each lesson consists of a lecture-style component where new material is presented, as well as a lab activity. In the lab, students perform hands-on experiments, build models of concepts in biology, practice developing and testing hypotheses, connect scientific topics to their everyday experiences, and develop creative solutions to scientific problems. A total of 42 students completed this class in 2019.

Transparency with the SB 978 Department Webpage

The Department created the webpage in response and compliance to Senate Bill 978 (SB 978). Effective January 1, 2020, SB 978 required all local law enforcement agencies and the Commission on Peace Officer Standards and Training (POST) to post on their websites all current standards, policies, practices, operating procedures, and education and training materials that would otherwise be available to the public through a California Public Records Act (CPRA) request. Representatives from each of the Department's bureaus worked throughout 2019 to identify, assess, and subsequently redact countless documents, videos and other materials in order to meet the new law's mandate. The Department posted online over 1,000 files on December 30, 2019 to comply with the new law.

Awards Received

On August 20, 2019, Corporal Carlos Rueda and Deputy Analorena Barron were presented with the California Peace Officers' Association's (CPOA) Award of Valor.



This award recognizes acts that demonstrate the nobility of the policing profession and the public safety officers must have exhibited extraordinary courage, decisiveness and presence of mind, and unusual swiftness of action, regardless of personal safety, in an attempt to save or protect human life. On Wednesday, November 21, 2018, at approximately 3:56 am, deputies from the San Diego Sheriff's Department Imperial Beach substation received a radio call of a house on fire at 1235 Iris Avenue. Corporal Rueda and Deputy Barron arrived on scene a few minutes later. Corporal Rueda saw the fire and noticed there were several residential apartment units within the property. He immediately grabbed a fire extinguisher from a patrol vehicle and attempted to extinguish the fire but it was spreading quickly. Corporal Rueda and Deputy Barron made the decision to begin evacuating the complex. They knocked on every door, checked all apartments, and alerted residents of the fire. Deputy Barron carried a disabled juvenile out of a neighboring home to take him to safety. During the evacuation of the complex, Corporal Rueda suffered second degree burns while protecting the residents.

Two of the Sheriff's Department's registered nurses were recognized as the San Diego Padres' Top 10 Nurse Heroes.



Janneth Gaspar and Nicole Baca were nominated and subsequently selected. Excerpts from their nomination are as follows:

Nicole Baca: "...represents all that it means to be a nurse, from "small" gestures like helping an elderly inmate bathe to heroic gestures like being one of two nurses a suicidal woman would trust."

Janneth Gaspar: "She works tirelessly to care for her inmate patients, in an often-thankless position. Not only does she work the night shift...but she comes in every day with a smile on her face and joy in her heart."

2019 National Association of Counties (NACo) Achievement Award for “Programming for Reentry, Support, and Stability (PROGRESS)” in the category of Criminal Justice and Public Safety.

The San Diego County Sheriff’s Department and the County of San Diego joined the national Stepping Up Initiative in 2016. The initiative’s goal is to reduce the number of people with mental illnesses in jails. Programming for Reentry, Support and Stability, or PROGRESS, is an alternative custody program that encapsulated the tenets of the national Stepping Up Initiative. In 2019, 58 participants received programming through PROGRESS.



2019 National Association of Counties (NACo) Achievement Award for “Project In-Reach” in the category of Criminal Justice and Public Safety.

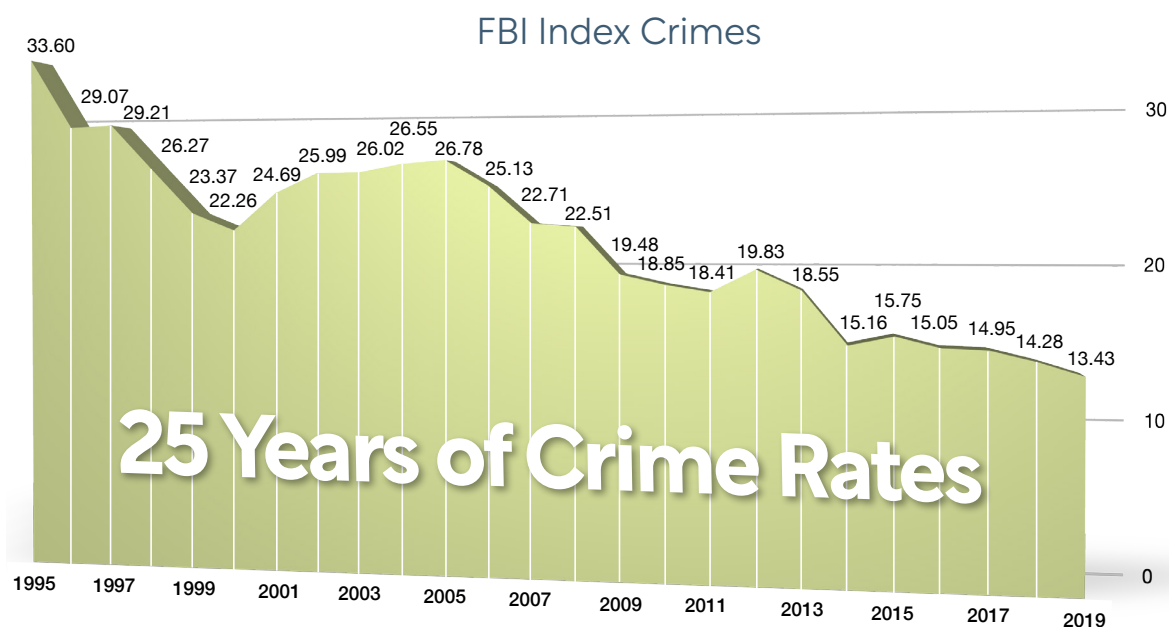
Project In-Reach is an outreach and engagement program designed to help incarcerated individuals living with serious mental illness (SMI) and co-occurring disorders as they prepare for re-entry into the community. Program goals include educating clients about mental health, substance dependence and coping mechanisms, decreasing instances of relapse, diminishing the impact of untreated health, mental health and/or substance use issues, and reducing recidivism. Services primarily target African American and Latino Transition Age Youth (TAY) ages 18-24 and adults who have been historically unserved or underserved in traditional environments.





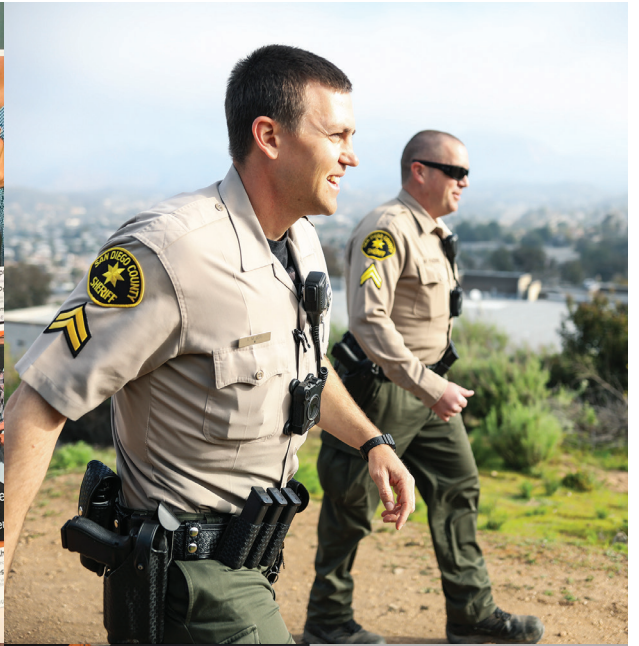
Safest Urban County

Our mission at the Sheriff's Department continues to be accomplished: make San Diego the safest urban county in the nation. Though the term "safest" includes more than just safety from crime rates are widely used as a performance measure of public safety agencies. Crime rates in 2019 were the lowest in the past three decades in Sheriff's jurisdictions. In 1985, the crime rate was at 33.80; that means 33.80 crimes were committed per 1,000 population. In 2019, the crime was down to 13.43. That's a dramatic difference. For context, crime rates per 1,000 ranged from under 3 to over 50 in 2014 when the crime rates of counties across the nation were compiled. It is also important to point out that overall public safety is a result of not only law enforcement efforts, but also the prosperity of a region. San Diego County provides ample access to good jobs, good schools at every level of instruction, an abundance of amenities, and extensive civic engagement.



The FBI's Uniform Crime Reporting (UCR) Program is a nationwide, cooperative statistical effort of nearly 18,000 city, university and college, county, state, tribal, and federal law enforcement agencies voluntarily reporting data on crimes brought to their attention. Since 1930, the FBI has administered the UCR Program and continued to assess and monitor the nature and type of crime in the Nation. The program's primary objective is to generate reliable information for use in law enforcement administration, operation, and management; however, its data have over the years become one of the country's leading social indicators. The UCR Program divides offenses into two groups, Part I and Part II crimes. The UCR Part I Crimes are what is represented in the crime rates listed above. These UCR Part I Crimes include: murder, rape, robbery, aggravated assault, burglary, motor vehicle theft, larceny theft, and arson.

(source: "Uniform Crime Reporting Statistics" U.S. Department of Justice, Federal Bureau of Investigation. <https://ucrdatatool.gov/abouttheucr.cfm>)





True Spirit of Outreach

Community safety is at the forefront of the Sheriff's Department's priorities. This is not possible without the support and engagement of the communities we serve.

In this effort, the Sheriff's Department views our communities as our number one partner in the mission to make San Diego the safest urban county in the nation. Sheriff's deputies, analysts, and crime prevention specialists work hard each day to answer calls for service while they proactively work to deter crime. The Sheriff's Department is in the forefront of outreach and relationship building as we engage the communities we serve in dialogue and outreach events which range from school activities to safety preparedness trainings. In 2019, the Sheriff's Department took part in nearly 1,800 community outreach engagement activities across the region. With these events and community interactions the Sheriff's Department builds upon existing relationships with our communities which keeps us all safer.



As proof of our dedication to public service, the Sheriff's Department hired a dedicated Community Relations Director who serves as a conduit between the Department and the community. The Community Relations Director provides expanded and consistent outreach and community engagement which reinforces the efforts of each patrol

station. The Community Relations Director supports the work of the deputies in the field with consistent public outreach. This interaction deepens the understanding of community needs and allows the department to better lend itself to the community. The Community Relations Director bridges the gap between law enforcement and previously underserved communities. The deeper conversations and dialogue which results, provides better service and more profound outreach than was possible in the past.

Because of this enhanced outreach, it has become possible to build rapport with community members who experience challenges and who may not share in the same opportunities. In leveraging those partnerships across many sectors, the Sheriff's Department has developed relationships with the International Rescue Committee - San Diego (IRC) which empowers and supports the education of refugee community members in terms of public safety. In this outreach effort, deputies illustrate when to call 9-1-1 for emergency law enforcement services. Many refugees come from countries and cultures where law enforcement is often feared. Learning how to navigate American Law Enforcement is an important educational piece and introducing them to that process is an important first step in assimilation to our country. This relationship also benefits the deputies who develop a keener understanding of cultural needs and differences within the immigrant communities.

The Community Relations Director also bridges the gap between deputies and faith-based communities, youth, local non-profit groups, social justice advocates, the LGBTQ+ community and persons with disabilities. The Sheriff's Department continues to prioritize community partnerships to create safer environments and a deeper understanding of mutual areas of concern.



Homeless Assistance Resource Team

In June of 2019, the San Diego County Sheriff's Department created the Homeless Assistance Resource Team (HART). The team consisted of two deputies who were supervised by the Sheriff's Analysis Driven Law Enforcement (SADLE) sergeant. The deputies were tasked with conducting homeless outreach operations in the unincorporated areas of San Diego County. These operations were used to identify the population of the homeless, conduct environmental cleanups, and work with service providers to offer resources to assist homeless individuals with a path to permanent housing. Deputies worked in partnership with several agencies and service providers during these operations.

From September 30, 2019 to November 30, 2019, the HART was assigned to participate in the East County Homeless Action and Outreach pilot program at the request of the San Diego County Health and Human Services Agency (HHSA). This pilot program paired a HHSA Human Services Specialist with HART deputies to conduct homeless outreach three times a week in El Cajon, Lakeside, and Spring Valley. During the pilot period, the HART conducted 144 reported contacts; 131 of which accepted some type of resource or service offered. Since the HART began collecting data for its reporting beginning on September 17, 2019, they contacted 218 homeless individuals, of which 197 accepted some form of service and 25 were successfully housed.

Prior to the formation of the HART, law enforcement agencies across the region, to include the Sheriff's Department and the San Diego Police Department, incorporated HHSA in their Homeless Outreach Teams (HOT). SDPD has had three (3) HHSA Human Service Specialists and a PERT clinician assigned to their HOT. Prior to and since the East County pilot program, the HART conducted field outreach operations throughout the county and partnered with as many as ten separate agencies, both public and private, to provide the maximum amount of resources during each contact.





Duty of a Deputy

Mass Casualty Event at the Chabad of Poway

On Saturday, April 27, 2019, Jewish worshippers congregated at the Chabad of Poway in observance of the final day of Passover services. At about 11:30 am, our deputies' courage and tactics were tested when a 19-year-old gunman, armed with a semi-automatic rifle, opened fire on approximately 100 Jewish worshippers inside the Chabad. This lone gunman shot and killed Lori Kaye, then wounded Rabbi Goldstein, Almog Peretz, and 8-year-old Noya Dahan.

The quick and heroic actions of Oscar Stewart and off-duty Border Patrol Agent Johnathan Morales, both of whom were attending the service, resulted in the suspect fleeing the Chabad thus preventing further injury or death on scene. Through this chaos, calls for help and assistance were calmly and efficiently fielded by our emergency dispatchers at the Sheriff's Communications Center.

Within minutes, deputies from the Poway Sheriff's Station and other Sheriff's stations, as well as partner agencies, arrived at the Chabad. The deputies immediately responded and rushed towards danger to selflessly provide emergency medical care, searched for the suspect, and helped victims escape to safety. Their high level of professionalism and cooperation were on display as deputies worked with partner agencies, preserved the scene, set control of the perimeter and traffic, managed witnesses, and established the incident command post.

Fortunately, the suspect was detained a short distance away by a San Diego Police officer and no further injuries were caused by the suspect.

Duty of a Deputy

MASS CASUALTY EVENT AT THE CHABAD OF POWAY

Deputies are not just **first responders**, they are **investigators**. The initial response to the attack is only part of the duty of a deputy. Sheriff's detectives from several divisions worked diligently to collect evidence and conduct dozens of interviews, and additionally mined open source information to discover the suspect's manifesto and other key information. Deputies, along with Sheriff's support staff, worked without much rest through multiple operational periods to complete these tasks.

These investigative efforts resulted in the suspect's arraignment on state charges for murder and attempted murder with hate crime and gun enhancements. Additionally, the suspect was arraigned on 109 federal charges.

It is also part of the duty of a deputy to be a **steward of public safety**, which means providing prevention and response education to mitigate the risks of an attack. Since this evil and cowardly act, we have seen a county wide surge in reports of suspicious activity, threats of school and hate-based violence, and fear of domestic terrorism. In response, our department collaborated with local, state and federal agencies in the region, as well as partners in the private sector, to conduct multiple training exercises and preparedness drills. In October 2019, deputies in the North County participated with several agencies in an active shooter drill at the San Diego Zoo Safari Park in Escondido. In November 2019, we practiced our response to a large-scale coordinated terrorist attack on multiple locations across the county. This massive exercise was coordinated by the County Office of Emergency Services (OES) and involved multiple law enforcement and fire departments, as well as area hospitals, in near simultaneous simulated attacks on the LEGOLAND amusement park in Carlsbad and the North Island Credit Union Amphitheatre in Chula Vista.

Always a duty of the deputy is to be a **member of their community**. Deputies went above and beyond in the areas of community engagement. Deputies attended vigils, protected religious communities in all areas of the county, and contacted religious leaders and parishioners of all faiths.







2019 BY THE NUMBERS

THE DEPARTMENT IN BRIEF

4,693
EMPLOYEES

- 2,634 SWORN
- 2,000 PROFESSIONAL
- 59 RESERVES



\$967,106,780
BUDGET

SERVING
944,000
RESIDENTS



CONTRACTED BY
9 CITIES
TO PROVIDE LAW
ENFORCEMENT
SERVICES



ACHIEVED A
5.9%
REDUCTION
IN REPORTED
UCR PART I
CRIME

MADE
21,468
ARRESTS

CLEARED
20,784
WARRANTS



COMPLETED
218,297
DEPUTY INITIATED
ACTIONS



RESPONDED TO
222,499
CALLS FOR SERVICE

SERVED
4,342
EVICTION NOTICES



CIVIL DIVISION PROCESSED
37,775
DOCUMENTS



SERVED
8,769
RESTRAINING
ORDERS



CRIME LAB COMPLETED
13,989
CASES



PROVIDED
DAILY CARE
TO AN
AVERAGE
OF
5,630
INMATES

PREPARED
6.9 MILLION
MEALS FOR INMATES

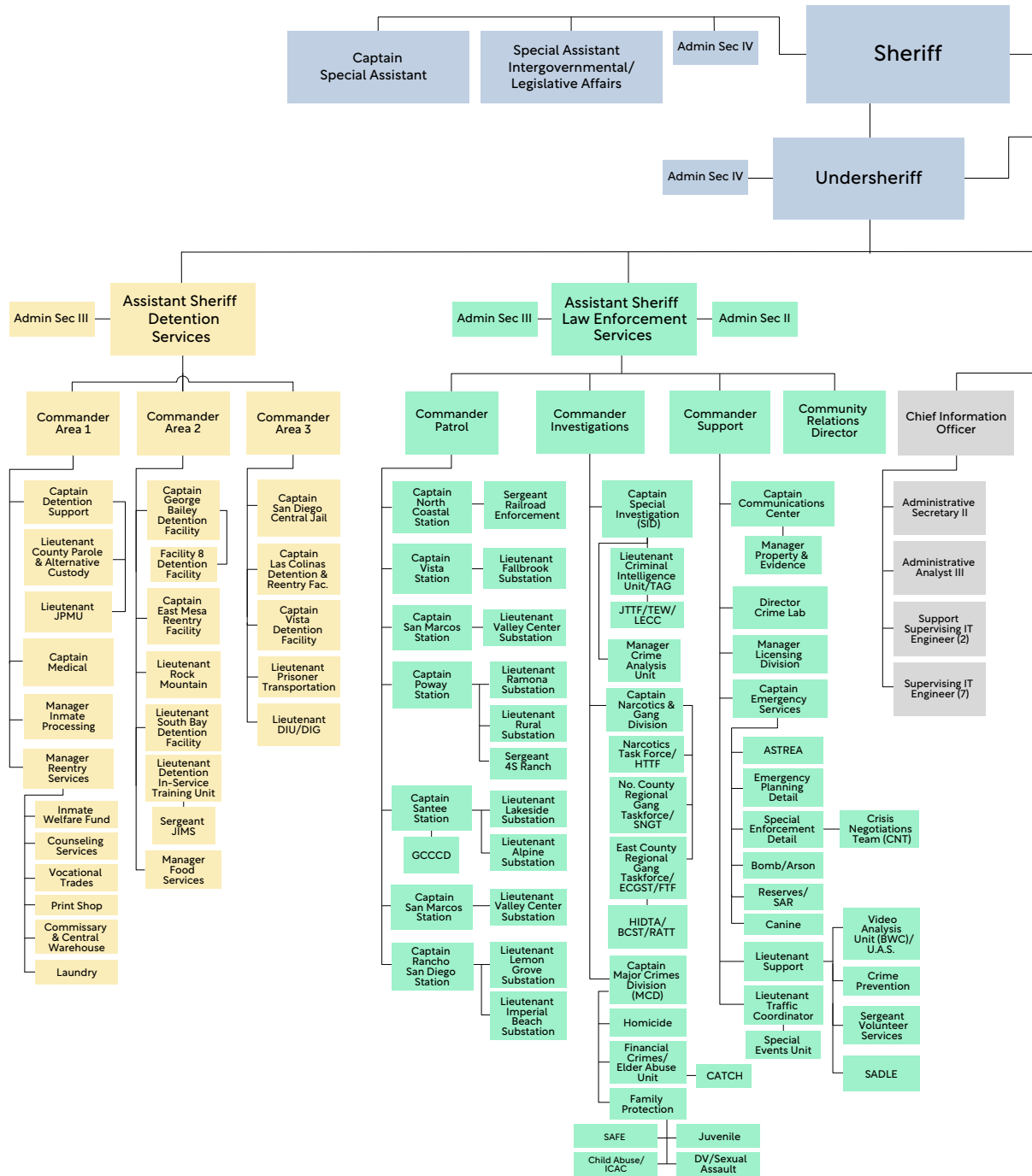


HANDLED
78,088
BOOKINGS
INTO
CUSTODY

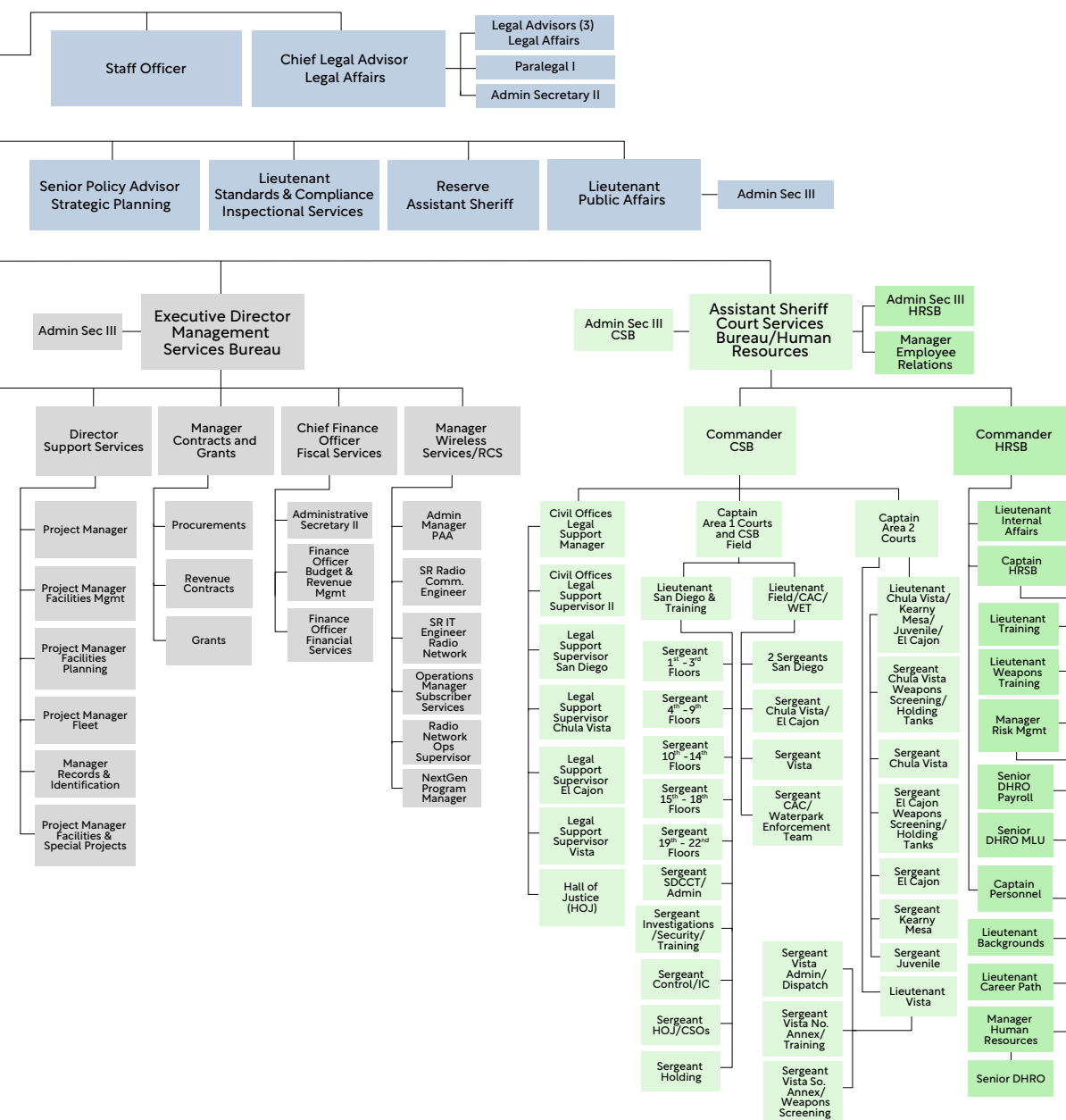


Department Organization Chart

May 2020



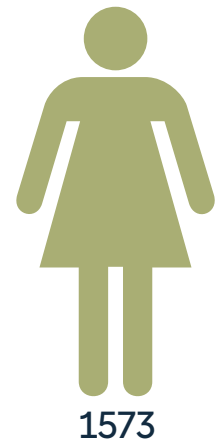
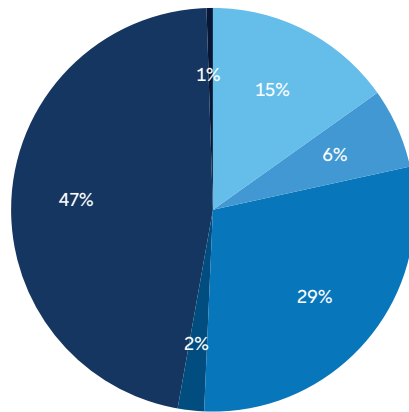
Appendix



Department Demographics

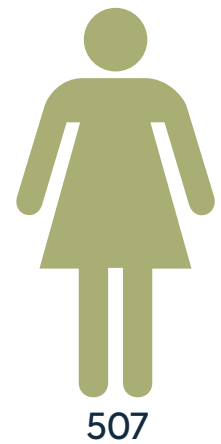
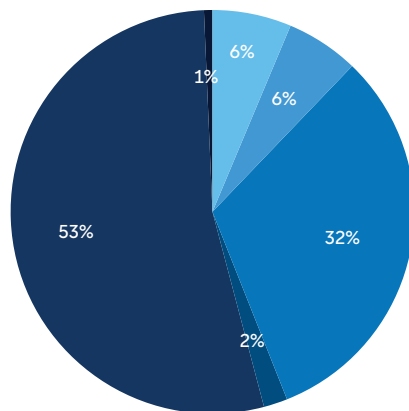
All Department Full Time Staff

Race	Count	%
American Indian/Alaska Native	22	1%
Asian	655	15%
Black/African American	277	6%
Hispanic/Latino	1259	29%
Native Hawaiian/Other Pacific Islander	91	2%
White	2018	47%



- Asian
- Hispanic/Latino
- White
- Black/African American
- Native Hawaiian/Other Pacific Islander
- American Indian/Alaska Native

Sworn Staff



Race	Count	%
American Indian/Alaska Native	18	1%
Asian	169	6%
Black/African American	156	6%
Hispanic/Latino	850	32%
Native Hawaiian/Other Pacific Islander	51	2%
White	1428	53%

Department Budget

	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2018-19 Amended Budget	Fiscal Year 2018-19 Actuals	Fiscal Year 2019-20 Adopted Budget	Fiscal Year 2020-21 Projected Budget
Detention Services	\$316,824,923	\$333,173,658	\$341,629,166	\$332,534,663	\$351,250,018	\$364,913,753
Law Enforcement Services	268,993,018	283,796,081	313,448,663	276,773,917	306,227,733	288,065,976
Sheriff's Court Services	66,462,446	68,693,107	71,259,505	66,414,235	72,581,170	75,190,379
Human Resource Services	29,339,215	30,269,757	31,853,923	30,709,285	30,618,206	31,596,508
Management Services	38,698,735	48,284,794	51,245,506	39,286,219	49,637,331	42,193,668
Sheriff's ISF / IT	93,382,657	104,916,377	146,777,227	100,613,305	126,767,457	105,697,603
Office of the Sheriff	5,924,021	6,903,412	7,193,810	6,152,754	7,525,731	7,556,062
Sheriff's Asset Forfeiture Program	947,737	5,277,262	8,417,690	906,305	1,079,496	—
Jail Commissary Enterprise Fund	10,496,954	11,088,808	13,325,470	11,502,165	10,360,321	10,393,289
Sheriff's Inmate Welfare Fund	7,286,532	9,909,022	14,359,593	8,035,049	10,776,517	10,967,483
Countywide 800 MHZ CSA's	292,143	266,500	375,802	352,445	282,800	221,377
Total	\$838,648,381	\$902,578,778	\$999,886,354	\$873,280,341	\$967,106,780	\$936,796,098

Sheriff Activity

Command	Calls for Service (CFS)	Deputy Initiated Action (DIA)	Felony Arrests (Adult & Juvenile)	Misdemeanor Arrests (Adult & Juvenile)	Total Arrests (Adult & Juvenile)*
4S Ranch	2,192	4,374	25	27	53
Alpine	5,668	7,774	175	701	892
Fallbrook	11,729	8,177	203	599	840
Imperial Beach	12,885	15,520	197	488	709
Lakeside	17,655	10,714	327	892	1,254
Lemon Grove	13,015	6,785	245	714	991
Non-Contract Cities	16	6	1,016	1,352	2,490
North Coastal	25,345	34,460	324	1,047	1,390
Poway	11,123	19,184	72	427	510
Ramona	7,243	5,310	134	332	480
Rancho San Diego	27,752	18,921	547	1,397	2,014
Rural Enforcement	6,944	7,571	224	308	550
San Marcos	26,381	14,405	354	1,027	1,456
Santee	15,141	27,080	260	1,137	1,422
Valley Center	5,160	3,362	251	443	714
Vista	34,047	22,672	758	2,173	3,207
Court Services	8	5,338	349	429	813
Detention Facilities	106	5,023	569	920	1,527
Unknown Beat	73	1,615	42	17	62
Out of County	-	-	79	12	94
Total	222,483	218,291	6,151	14,442	21,468

Source: CAD for CFS & DIA and NetRMS for Arrests

*Total Arrests include: infraction/citations, other juvenile court and mental hospital releases

National Incident-Based Reporting System (NIBRS)

Beginning in 2018, the San Diego County Sheriff's Department began utilizing the National Incident-Based Reporting System (NIBRS). It was implemented to improve the overall quality of crime data collected by law enforcement, which was traditionally just captured via the Unified Crime Reporting (UCR) standard. NIBRS captures details on each single crime incident – as well as on separate offenses within the same incident – including information on victims, known offenders, relationships between victims and offenders, arrestees, and property involved in crimes. Unlike data reported through the UCR Program's traditional Summary Reporting System (SRS) – an aggregate monthly tally of crimes – NIBRS goes much deeper because of its ability to provide circumstances and context for crimes like location, time of day, and whether the incident was cleared.

	NIBRS Category	YTD 2019	YTD 2018
Crimes Against Persons	Assault Offenses	9,735	9,387
	Homicide	20	29
	Kidnapping/Abduction	168	178
	Sex Offenses, Forcible	418	461
	Sex Offenses, Non-Forcible	20	35
	Total	10,361	10,090
Crimes Against Property	Arson	51	82
	Burglary/Breaking & Entering	1,848	2,080
	Counterfeiting/Forgery	498	445
	Destruction/Damage/Vandalism of Property	2,539	2,704
	Embezzlement	57	76
	Extortion/Blackmail	35	36
	Fraud Offenses	1,887	2,007
	Larceny/Theft Offenses	3,646	3,824
	Robbery	489	513
	Stolen Property Offenses	1,227	1,295
	Theft from Vehicle Offenses	2,866	3,292
	Vehicle Theft	1,665	1,696
	Total	16,808	18,050
Report Total:		27,169	28,140

	NIBRS Category	YTD 2019	YTD 2018
Crimes Against Society	Drug/Narcotic Offenses	10,083	9,147
	Gambling Equip. Violations	0	0
	Pornography/Obscene Material	6	19
	Prostitution Offenses	34	27
	Weapon Law Violations	947	948
Report Total:		11,070	10,141

Source: NetRMS

YTD- Jan-Dec 2019

Excludes: Out of county, Unknown Beats

Violent Crime

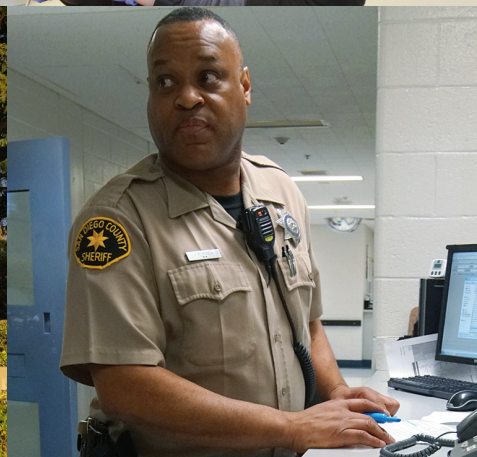
CASES YOY

Homicide	-21.7%	2018 23 2019 18
Rape	-11.9%	2018 218 2019 192
Robbery	- 5.9%	2018 526 2019 495
Aggravated Assault	- 0.6%	2018 1,846 2019 1,835

Property Crime

Burglary	- 9.0%	2018 1,951 2019 1,775
Residential Burglary	-13.6%	2018 1,025 2019 886
Commercial Burglary	- 4.0%	2018 926 2019 889
Larceny - Theft	- 8.2%	2018 6,793 2019 6,239
Vehicle - Theft	1.9%	2018 1,671 2019 1,703





Main Office

John F. Duffy
Administrative Center
9621 Ridgehaven Court
San Diego, CA 92123

Mailing Address

P. O. Box 939062
San Diego, CA 92193-9062
Phone (858) 565-5200
Fax (858) 974-2244

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